Influence of Certain Personality Variables and Organizational Characteristics on Perceived Quality of Work Life-A Study of Industrial Workers

ABSTRACT

THESIS

SUBMITTED FOR THE DEGREE OF

Doctor of Philosophy

IN

PSYCHOLOGY

BY

ARSHI NASREEN

UNDER THE SUPERVISION OF

PROF. SHAMIM AHMAD ANSARI

DEPARTMENT OF PSYCHOLOGY
ALIGARH MUSLIM UNIVERSITY
ALIGARH (INDIA)

1998


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A B S T R A C T

The present work on the problem entitled, "Influence of Certain Personality Variables and Organizational Characteristics on Perceived QWL - A Study of Industrial Workers" is quiet fascinating because as evident from survey of literature such study has not been ever conducted on the sample of middle level managers working in electronic gadget manufacturing industry especially in Indian context.

The first chapter of the thesis deals with the concepts and available literature pertaining to QWL (a dependent variable); and personality variables and organizational characteristics (independent variables). The literature on QWL reveals to the fact that it was only in 1972 that a comprehensive term "Quality of working life" was coined by Davis. Thereafter, the phenomenon of QWL attracted the attention of psychologist, managers and supervisors for undertaking it as a philosophy or as an approach in designing the strategy for motivating people at work. So far as the meaning of the term QWL is concern, it will be quiet significant to point out that QWL refers to "the degree to which work provides an opportunity to an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others to have a sense of personal usefulness, to be reorganized for achievement and to have an opportunity to improve one's skill and knowledge", though numerous efforts have been made to define this concept. The chapter, in the light of the available

survey of literature has clearly pointed out that QWL has not been studied in relation to personality variables and organizational characteristics, therefore the present endeavour was definitely a novel task for adding some information towards the knowledge in the area of QWL studies. Because of this fact, it was hypothesized that none of the personality variables and organizational characteristics as well, will not significantly influence overall QWL and its various dimensions.

Chapter II incorporates details of the methodological and procedural aspects of the study. The study was conducted on the sample of middle level managers consisting of Hindu middle level managers (N = 250) Muslim middle level managers (N = 90) and thus, the total sample size consisted of N = 340 middle level managers. Keeping in view the pattern of research, QWL scale developed by Sinha and Sayeed (1980) which consist of 85 items covering 17-dimensions was used for measuring QWL.

To measure personality variables and organizational characteristics, researcher herself had developed the scale consisting of 34 personality adjectives/attributes and 15 organizational characteristics respectively. For analyzing the influence of independent variables on dependent one, multiple regression analysis treatment were given to the data obtained.

In chapters III, IV and V respectively, results, discussion of results and conclusion and suggestions have been presented. Conclusions of the findings which have been highlighted in Chapter V advocate in a nut-shell that personality variables and organizational characteristics are independent to QWL and its various facets or in other words it can be said that QWL is not the function of either personality variables or organizational characteristics especially for middle level managers irrespective of their religious affiliation.

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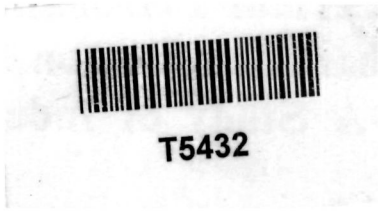

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CERTIFICATE

Certified that the thesis entitled "Influence of Certain Personality Variables and Organizational Characteristics on Perceived QWL - A Study of Industrial Workers" is a record of bonafide research carried out under my supervision by Miss. Arshi Nasreen as a regular student of this university. She has completed the thesis within the prescribed period and I am satisfied that her work is original and upto the standard. I recommended that Miss. Nasreen be allowed to supplicate for the degree of Doctor of Philosophy in Psychology of the Aligarh Muslim University, Aligarh.

14/9/98

(SHAMIM AHMAD ANSARI)
Supervisor

RES. AB-84. MEDICAL COLONY. AMU. ALIGARH

DEDICATED
TO
MY
MOTHER

C O N T E N T S

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ACKNOWLEDGEMENTS

The accomplishment of this endeavour would not have been possible without the will of Almighty ALLAH. I, very humbly thanks to ALLAH and pray that He will give me strength in successful completion in all my rightful endeavours in future.

I take this opportunity to express my sincere appreciation and grateful thanks to **Dr. Shamim A. Ansari**, Professor, Department of Psychology, A.M.U. Aligarh for sparing his valuable time in providing guidance throughout the period of research.

I would also like to thank Prof. (Mrs) Hamida Ahmad, Chairperson, Dept. of Psychology for providing facilities in conducting the present study. I am also thankful to Prof. Qamar Hasan former Chairman of the Department of Psychology and Prof. Saeeduzzafar for their continuous help and moral support.

I will be failing in my duty if I do not extend thank to Mr. R.D. Shukla; HRD Manager, Uptron India Ltd. Lucknow who provided all support and help for conducting the study.

Words fail in expressing regards to my beloved father, Late Mr. Waseem Ahmad, who had been a life time inspiration in a quest for achieving the degree of Doctor of Philosophy. Also, I would like to thank my brother, Mr. Manzar Waseem; sister-in-law, Mrs. Adeeba Waseem and Mr.

Tariq Ali Khan who were a constant source of inspiration to me in keeping my interest alive in this endeavour.

Mr. Zaki Akhter, Mr. Nasir Ali my senior colleagues deserve special thanks for their cooperation throughout my thesis work. I am also thankful to my other research colleagues - Miss Rehana Ahmad, Mrs. Rizwana Pervez and Mr. Sheikh Abul Barkat for their moral support.

I am highly indebted to Dr. Md. Manzoor Alam, Chairman, Institute of Objective Studies, New Delhi and Mr. Md. Moquimuddin, Coordinator, IOS Aligarh Chapter who helped me by awarding research fellowship to me. Thank is also due to Mr. Serajuddin,Assistant Coordinator IOS Aligarh Chapter for his kind cooperation and help.

Last but not least, I would like to express my thank to Mr. Ashfaq Ahmad for helping me in the statistical analyses of the data with the help of Computer.

Arshi Nasreen

(ARSHI NASREEN)

CHAPTER - I

I N T R O D U C T I O N

INTRODUCTION

Psychologists' role in improving industrial and organizational efficiency was realized in the beginning of the present century with the work of a non-psychologist namely, Winslow Fredrick Taylor. Later his work became instrumental in the creation of an independent branch of psychology called, Industrial Psychology. Industrial psychology passed through various phases ranging from management-oriented-approach (Taylorism) to employee-oriented-approach (Mayo, et al.) and the later approach became highly acceptable by both management and the workers which still remains focus of attention and its scope is getting increasingly widened day by day.

Employee-centered-approach, infact, had opened the ways for developing the organizational efficiency by humanizing the job conditions and as a consequent to it motivational theories started pouring-in explaining human needs and other factors like processes involved in the determination of human motivation in the work context. The efforts of Maslow (1943, 1954); Herzberg et al. (1959), and Vroom (1964) are highly commendable who studied human motivation and identified the peculiar reasons for human motivation at work. Their contributions generated a lot of interest among psychologist, supervisors and managers who started using motivational theorists' views as strategy while making efforts to deal with the subordinates and gradually, the concept of job enlargement, job enrichment and

there-after the concept of QWL in the chronological order emerged. We cannot deny the significance of improving QWL strategy in enhancing workers' as well as organizational productive efficiency as almost two decades back there was a slogan in most of the affluent organizations as a matter of their strategy that 'you make the people happy, they will themselves be motivated towards work'.

After giving a bird's eye look over the history of industrial psychology which has a chequered history, now has changed from earlier management-centered-approach to employee-centered-approach emphasizing over the better work conditions as well as the work environment leading to the present day focus on QWL, hence, the following description will pertain to QWL as it is a dependent variable of the problem entitled, "Influence of the Certain Personality Variables and Organizational Characteristics on Perceived QWL - A Study of Industrial Workers".

QWL (Quality of work life) is relatively a new term but it is not completely a novel idea and it never fails to spark some reactions. Some people think of it as a manipulative exercise used by employers to protect themselves from the union's oppsition or to stop a union from establishing itself as an organization to withstand against the employees grievances and exploitation. Others tend to deny the need to improve the quality of working life specially the time when unemployment is high. For them, the

first priority is job creation. Some others view it as a play on the part of organization to increase its competitiveness and with regard to productivity, at the expense of the workers energy and efforts. Finally, there are those who simply see it as a passing fad in the wake of many others, or as an effort of the intellectual elite to impose its ideology as panacea against the ills of the working environment.

In order to have clarity of understanding of the evolution and exposition of the concept of "quality of work life", one must refer to its dimensions in the light of historical perspective. Even though, the expression is new but in reality what it encompasses is not recent in origin. "QWL" concept can be perceived as the top layer of the series of attempts made for the purpose of improving the conditions of work life. It is a matter of reality that even after industrialization the work or industrial organizations have passed through various phases : when the condition of work life were so unsatisfactory, and in some cases so inhumane, that is the both economic and human interests it became necessary to seek changes in the process that would improve the quality both at psychological and physical environment levels to enhance employees' quality of work life.

It is evident from the history that at the end of ninteenth century and the beginning of twentieth century, the efficient role of workers in industry continued to be

evolved. This evolution was heading towards the strict assimilation of the worker into the very operations of machine. Scientific management, devised by Taylor with its emphasis on increased productivity through specialization was born. Taylor had advocated that if the principles of Scientific Management are properly taken care of then it is possible that human efficiency at work could have been tremendously enhanced. His principles in brief follows which have been discussed in detail in his book, "The Principles of Scientific Management" published in 1911 :

1) Separation of planning from doing
2) Functional foremanship of supervision, having eight different supervisors to give instructions in their respective field.
3) Job analysis based on time, motion and fatigue studies to determine fair amount of work.
4) Standardization of tools, period of work, working condition and cost of production.
5) Scientific selection and training of workmen.
6) Financial incentives to motivate workmen.

Taylorism had and, it may still be argued that it has undeniable economic advantages because one can observe noticeable increase in productivity accompanied by higher economic gains and raising standard of living for most workers. It provides a greater emphasis for planning work and enhancing standards of performance of industrial

organization. In recent decades, however, these economic advantages have been considerably offsetted by increasing human problems like boredom, alienation, absenteeism, under-utilization of human skills, etc. and sometimes these turn into organizational problems like absenteeism and at worst the employees turn over.

Inspite of greater and wide-spread appeal of the scientific management approach, it could not get rid-off from increasing criticisms that later led the people to evolve more positive thinking. Some people believed that such thinking is a reaction to the obvious problems caused by the reduction of the work cycle and simple repetitive task. The "Human relation school" centered in the U.S. made concerted efforts in the 1830's to acquire knowledge through the disciplines of sociology and psychology for applying these to the day to day industrial life. Not withstanding the wide-spread criticism, the work of many of the social scientist of the "Human Relation School" was directed towards the refinement of Scientific Management by applying new insight in evolving industrial system, not only in the interest of workers but to optimize its manipulative capacity in the interest of higher productivity and profit.

What had been the major approaches of human relation movement initiated by the concerted efforts of mainly three stalwards namely Mayo, Roethilisberger and Dickson in mid 1920's under the leadership of young Mayo but the most important aspect focussed by them has the social needs which

emerge as one of the important turning point in the history of industrial psychology and the administrative approaches of the organizations. It will not be untrue in emphasizing that human relation movement since its inception still remains a dynamic concept, a philosophy, as well as approach of the management to run the organization. As a consequence to such realities motivational theories came into being one after the other from the very first quarter of 1940's, all explaining and identifying the factors of motivation in an effort to focus on employees' centered approach as against earlier management-oriented approach. In this regard Roethilisberger and Dickson (1939), Trest and Bamforth (1951), Mayo (1945), Homans (1950) and Trist, Higgin, Murray and Pollock (1963) were of the very clear contention that although economic incentives are essential but social needs are important too. The other needs like self actualizing needs has also been highly emphasized. Maslow (1954), McGregor (1969) and Argyris (1964) pointed out that workers are likely to be alienated because sometimes they are asked to do some task, do not permit them to use skills and capacities in a mature and productive way.

The above realities have been most likely instrumental in the development of some of the strategic approaches to motivate employees at work across hierarchial levels right from the top to the bottom. What we are talking about the approaches here have appeared in the form of theories explaining the factors as well as the processes

involved. Therefore, motivation theories have been broadly classified into two different categories that are given as under :

(i) Content theories : Theories associated with human needs which includes Maslowian need hierarchy and Herzberg's two factor theories.

(ii) Process Theories : These includes Vroom's theory of instrumentality and porter and Lawler's multivariate model.

The above theories given in both the categories were propounded which began from the first theory given by Maslow namely, Need hierarchy theory of motivation which later extensively used as a theory of job motivation since 1954. Maslowian efforts generated a lot of interest among other behavioural scientist, especially, psychologist who started thinking to explain human motivation either in terms of identifying the need structure or emphasizing the processes involved in any motivating behaviour. Since the time in memorial the phenomenon of human motivation was present but in the very beginning of 1940's the aspect of human motivation was infact realized and people started working on it. The greatest appeal related to the studies of human motivation still occupies the same importance or it will not be wrong to view that there is an increasing importance and need of human motivation studies as the present era is experiencing work complexities and the future is certainly

most likely to be tending towards more and more complexities hence, the significance of analysing human motivation to keep human being dynamically motivated and job involved will remain a reality.

Since the objective of the present study is to investigate the influence of personality variables and organizational characteristics on perceived quality of work life, so, the description of motivational factors as well as the processes involved in motivation have been discussed in the last few paragraph were not out of context because QWL approaches were and still all are directed to enhance human motivation through the process of humanizing job and enhancing employees' well being particularly on the job. Now, the fore-going description will pertain specially to QWL concept and studies.

It is imperative to mention that in the beginning of 1970's, the term quality of working life had moved permanently into the vocabulary of unions and management, even if a lot of people using it weren't exactly sure that what territory it covers. Thereafter, quality of working life approach with its strong emphasis on human dignity and values to this traditional labour thrust by many unions has been clear indicator at least in a descriptive term that QWL had permanently entered the language of industrial relations in the world at large.

Redesigning of job and organization had failed to keep up wide-spread changes in worker aspirations and attitudes. To have a better quality of life in the organization, employers had two reasons for redesigning the job - the first one was that classical design originally gave inadequate attention to human needs and secondly, the needs and aspiration of workers themselves were changing, hence, required appropriate attention. There were several remedies for the problem but the foremost option was to redesign jobs to have the attributes desired by the people, and to redesign organizations to have the environment design by the people. This approach seeks to improve QWL.

QWL refers to the degree of favourableness with regard to job environment for people. QWL produces more humanized working environment hence, improving QWL is an effort to meet human needs at work, atleast, minimum to the adequate level where higher order needs are of more focus of attention but importance of basic needs remain the key and prerequisite aspects. The basic assumption of humanized work is that work is most advantageous when it provides a "best fit" among incumbents, jobs, technology and the environment. Accordingly, the best design will be different to fit-in different arrangements of these variables. The interest of modern organization in enhancing quality of work life developed as a consequence of the emphasis on job enrichment. The term job enrichment was coined by Fredrick Herzberg based on his research findings of two factors of

motivation viz., motivators and maintenance factors. Job enrichment means that additional motivators are employed to a job to make it more rewarding, although the term has come to apply to almost any effort to humanize jobs. Job enrichment is an expansion of an earlier concept of job enlargement which sought to give workers a wide variety of duties in order to reduce monotony. Job enrichment brings many benefits such as Employee growth and self actualization, improved motivation, reducing turnover, absence and moreover enhancing job satisfaction through looking into employee's grievances positively and favourably. It is also true that the quality of human effectiveness in work organization, if given a show, could be much more humanly, rewarding and result-producing. Hence, hallmark of the quality of working life is a co-operative approach encompassing mutual respect, i.e. between superior-subordinates, among workers at the horizontal levels, and the management and the employees unions at the vertical level.

The term QWL is important both in industrialized as well as developing countries. In India, its scope seems to be more broader as many labour legislation enacted to protect the workers in terms of both security and job enrichment. It is more than a sheer work organization movement which focusses on job security and employee's socio-economic affluency.

Since early 1970's psychologists and managers became interested in studying the aspects of QWL. It was only in 1972 that a comprehensive term "quality of working life" was coined by Davis who presented a paper at an international conference at Arden House, New York.

Walton (1974) one of the major interpretors of quality of work life movement has proposed eight main conceptual areas for understanding the concept of QWL. These are (1) adequate and fair compensation, (2) safe and healthy working conditions (3) immediate opportunity to use and develop human capacities (4) opportunities for continued growth and security (5) social integration in the work organization (6) constitutionalization in the work organization (7) work and total life space (8) the social relevance of work life.

Beinum (1974) has defined QWL in terms of the quality of relationship between man and his task.

Seashore (1975) has pointed out that much of the research in the quality of work life areas has been primarily on the assumption that it is the individual's own personal satisfaction and dissatisfaction that defines quality of his or her work rather than any "objective" criterion.

Spink (1975) made a concerted effort to define the concept of QWL as "the degree of excellence in work and working condition, when contributed to the over all

satisfaction of the individual and enhances the individual as well as organizational effectiveness".

Attempt to define the concept of QWL have at times, emphasized only selective issues such as job security, wage equity, individualization or work place democracy.

Lippit (1977) thought of it as "the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others to have a sense of personal usefulness, to be reorganized for achievement and to have an opportunity to improve one's skill and knowledge.

Cherns (1978) as an area emphasizing to 'humanization of the work place', work place democracy, work restructuring or 'job design'. Cherns contention to view concept of QWL seems to be an inspiration taken from the movement started by Elton Mayo, Roethlisberger and Dickson in 1930's which is known as human relation movement - an employee oriented approach for humanizing the job.

Menton (1979) described QWL as a relatively new term for a bundle of old tissues that have long been of interest to philosophers, theologians, social scientist, workers and employers. It is a broad term that can embrace every conceivable aspect of work ethic and work conditions, workers expression of satisfaction and dissatisfaction, managerial concern about efficiency of output and broaden consideration of social cohesion and stability.

The 'American Society of Training and Development', established a task force on the QWL in 1979 which defined it as a process of work organization which enable its members at all levels to actively participate in shaping the organizational environment, methods and outcomes. This value based process is aimed towards meeting the twin goals, i.e. enhanced effectiveness of organization and improved quality of life at work for employees (Skroun 1980).

A wider definition of QWL puts it as an "internationally defined efforts to bring about increased labour management co-operation to jointly solve the problem of improving organizational performance and employee satisfaction" (Cohen-Rosenlhal, 1980).

On the basis of the available survey of literature, Needler and Lawler (1983) came to conclude that the defintion of QWL underwent several changes and modification, With regard to its conceptual understanding infact, they came across six significant definitions of the term which modified through various stages depending upon the type of work environment.

A more specific definition by Davis (1983) describes QWL as "the quality of relationship between employees and the total working environment with human dimension added to the usual technical and economic dimensions".

According to Reddy (1985) the concept of QWL has been viewed differently. He pointed out that QWL is viewed

as "work redesigning in U.K., it is humanization of work performance" in West Germany, and for the Japanese it is "improving the quality of products". It is worth mentioning here that Japanese appeared to initiate quality circle movements in a large way in their industries and gradually such programmes dominated in western world and European organizations. Thus, quality circles also contributed towards improving the quality of life of employees at work.

The above definition characterize that the goal of QWL is a creation of organizational conditions that faster learning and development and that subsequently provide individuals with substantial influence and control over what they do and now they are to do it, and that also provide individuals to experience interesting and meaningful work leading to personal satisfaction and to perceived valued personal rewards.

Historically, the concept of QWL had originally included only issues of wages (Lawler, 1968, Seashore and Barnowe, 1972, Flangers et al. 1974, Pierce and Danham 1976), working hours and working conditions (West, 1969, Ganguli and Joseph, 1969, Davis, 1971, Bell, 1974, Vaszkb, 1975, Johnson, 1975).

The concept now has been expanded to include such factors as extent of worker's level of satisfaction with various aspect of work environment (Knave, 1984) by which organization becomes responsible not merely to offer goods

and services of a high quality in the market place but provide employees with jobs and an organizational climate which allow them to experience intra-psychic rewards and general life satisfaction which engaging in work (Sekeran 1985, Rue, 1984, Veno & Dufty 1982, Jouvenal, 1979). It was realization, from 1970's onwards, that the total structure of the work place based on sociotechnical principles and the organization of work is necessary to meet the changing expectations of employee and to increase productivity and to improve QWL (Walton, 1972, Thorsurd, 1970, Walton 1972, Anderson's, 1975, Griffeth, 1985).

Recently, it is contended that quality circles programmes enhance employees participation that leads to valued outcomes (Mohram and Novelli, 1985; Ballance, 1984). Emphasis is also placed upon shared values by management and labour for QWL measures to be successful (Peterson et al. 1982; Ranney, 1982). Involvement of human resources development specialist can foster participant personal and interpersonal capabilities which result in greater satisfaction as employees enjoy jobs which permit discretion (Elden and Taylor, 1983; Rosenfield, 1981, Rosow, 1979; Mehta 1977). Recent finding reveals a mixed acceptance by both labour and management of a concept of union management cooperation in QWL improvement efforts (Holley et al. 1981; Myers, 1971; Mire, 1974) and it has been claimed that workers are more productive and interested in their

work and consequently QWL can be improved together (Katzell and Guzzo 1983; Katzell, 1983; Sayeed and Sinha, 1981; Orpen, 1977).

There are some challenging problems posing threat to QWL which was not faced by early 1970's researcher. There are adverse effect of advanced technology on QWL/negative aspects of new technology with understandable concern about its effect on unemployment leading to serve dislocation, dehumanization, boredom and montony (Hackaray, 1981; 1980). Having given a comprehensive detail of the concept and definition of quality of work life in its historical perspective, now, a birds eye view is necessary to look into the quality of work life dimensions which are being described below :

Heizel et al. (1973) have proposed four dimensions :

1. growth
2. mastery
3. involvement
4. self control

Walton (1975) has identified eight dimensions of QWL. These are -

1. adequate and fair compensation
2. safe and healthy working conditions
3. development of human capacities
4. growth and security
5. social integration in the work organization
6. Constitutionalization in the work organization

7. work and total life space

8. social relevance of the work life

Boiswert (1977) identified fifteen dimensions of QWL while Carlson (1978) has identified sixteen dimensions. The work in American Institute has identified eleven dimensions. According to Rosow (1981) these are (1) Pay (2) Employee Benefit, (3) Job security, (4) Alternative work schedule, (5) Job stress, (6) Participation in decision making, (7) Democracy in work place, (8) Profit sharing, (9) Pension right, (10) company programmes designed to enhance worker welfare, (11) Four days work week.

The above mentioned aspects of work life were the most important quality of work life issues of the 1980's and Takezawa (1984) came across the following determinants of QWL -

1. Occupational safety and health
2. Working hours
3. Job security
4. Fair treatment at work
5. Influence on decision making
6. Opportunity for advancement
7. Workers representation at company's Board meetings etc.

It is apparently clear from the above mentioned different identified clusters of QWL that interest in QWL studies increased over the year as chronological description advocates that with the passage of time there is an evidence

of increasing number of QWL-dimensions. From the post trend it can be visualized that in future new QWL dimensions are likely to emerge posing challenge to managerial strategy and employees well-being at work.

We have been focussing on various dimensions of quality of work life proposed by different non-Indian authors. Indian researchers too have worked on QWL and have found various QWL dimensions in Indian setting. Seventeen dimensions have been identified by Sinha and Sayeed (1980) which they have incorporated in the scale of QWL. These dimensions are :

1. Economic Benefit
2. Physical working conditions
3. Career orientation
4. Advancement on merit
5. Effect on personal life
6. Mental state
7. Union Management Relations
8. Self respect
9. Supervisory Relationship
10. Intra group Relation
11. Apathy
12. Confidence in Management
13. Meaningful development
14. Control influence and participation
15. Employee commitment

16. General life satisfaction

17. Organizational climate

Identification of QWL-dimension is a continuous process. It has been earlier mention that with the passage of time, it may be witnessed that there are growing needs which may pose challenge for the management and productive efficiency could hardly be enhanced and maintained unless these growing needs are properly taken care of. Having stressed some light on the dimensions of QWL, now it is necessary to give the description of the relevant studies which may provide scientific and logical explanation for the relevance of the present larger study in question. These studies follow :

Rice (1958) initiated an experiment in a cotton textile manufacturing group in Ahmedabad in 1953. Socio-technical systems approach was introduced after a diagnostic study in a participative form in four loomsheds - two automatic and two non-automatic in the Calico mills and the Jublee mills. The action were documented by rice in terms of productivity as well as worker employment. The evaluation further revealed that the 'whole' task approach to formation of work groups, which is a basic tenet of the sociotechnical approach resulted in substantially increased earnings for the workers.

Payne and Pheysey (1971) pointed out that organizational climate is positively related to job satisfaction

to highlight the quality of employees work life, it is important to mention here that job satisfaction is an indication of positive QWL.

During (1984) Leinne et. al., to define QWL. A step by step Delphi analysis was used to develop a definition and measures of quality of working life in a case specific setting. 64 employees from a large insurance company constituted the Delphi panel that engaged in defining QWL utilizing a 6 phase Delphi methodology. A 34 team QWL questionnaire developed from that definition was then tested with 450 of the company's employees. Result identified 7 predictors of QWL. Four of which extend beyond specific job content.

a) Degree to which supervisor show respect and can have confidence in the employees abilities.
b) Variety in a daily work routine.
c) Work challenges
d) degree to which present work leads to good future work opportunities.
e) self esteem
f) extent to which life outside of work affects work
g) the extent to which work contributes to the society.

Bellanca (1984) describes the advantages of the quality circle problem solving method for gifted students. With the emphasis on analytical thought, a task structured group process, school and community issues, implementation

of an action plan and evaluation of results, quality circle develops not only the gifted students analytic thinking skills but also their responsibility and leadership skills.

Hartenstein et al. (1984) emphasis that for QWL measures to be successful, management and labour must have shared values. Without such values, managers are often authoritarian and deny worker's sense of involvement, responsibility and autonomy - resulting in a lack of committment and low productivity.

Schlesinger and Oshry (1984) discussed the need to recognize the problems that QWL activities create for the professional roles of middle managers. QWL activities may indicate the problems that middle managers already face, such as adequate recognition, lack of influence, and hectic work place. It is argued that organizational changes adopted as part of QWL effort must be linked to existing structure and system over time. Means must be provided for middle managers to discuss concern, share problems, develop skills in the organization. The implementation of QWL measures must be monitored with attention paid to the consequences of QWL activities for all people in the organization.

For improving QWL Sinha (1983) conducted 2 studies in chemical and textile factories in India that were designed to improve the QWL by reorganizing the work and introducing participatory management. The studies used participatory workshop, goal setting exercises, interviews

and questionnaires. Significant changes were introduced in the chemical company, including redefinition of the plant manager's role, modification in the organizational structure, and introduction of interdisciplinary projects during the training of engineers. Plant production also increases. No changes could be made, however in the textile company, where everyone viewed the researchers as 'experts' who had come to improve efficiency. This image was strengthened by the fact that the action plan was not evolved by the people who were to be affected by the change. It is concluded that the consultant is willing to tap the internal knowledge resources he/she will find it difficult to implement change.

Two studies in 1985 highlights some issues of QWL in the Indian context (Sengupta, 1985; Sekaran, 1985) Sekaran made study on bank employees and found that QWL in bank is not high, and he recognized reasons fairly for this area. The external environment (Govt. and unions interference) facing the banks are seen as impediments to take effective actions by the banks. Findings of the study may suggest govt. to formulate broad policies, leaving it to banks to attain the goal by whichever means they think. Greater decentralization, more autonomy power and control will facilitate the individual banks to recruit the right people, design the job as could be done, reward employees differentially on the basis of performance and enhance QWL and offering quality service to public.

Rice and with others (1984-1985) emphasis on relationship between work satisfaction and quality of people's lives. He contends that work experiences and outcomes can affect person's general quality of life both directly or indirectly through their effects on family interaction, leisure activities and levels of health and energy. Modification in work place can have their effect by changing environment or changing worker's own characteristics and they can affect his QL and family life.

Harrison (1985) emphasis on participative decision making necessary precondition for successful communication between superior and subordinate, but Griffeth (1985) contrary to their hypothesis participation did not enhance the effects of enriched workers.

Mathur and Pararype (1988) found significant relation of overall job satisfaction with QWL feelings and conditions.

Sharma (1989) on the basis of her investigation highlighted the importance of QWL and organization design significant dimension of organizational functioning.

Gupta (1989) conducted a study with 170 professionals working in government public sector organizations in India, and found a significant positive relationship between QWL and role efficacy. They also found that supervisory behaviour is the most important dimensions of QWL.

Sehgal and Rana (1990) made a comparative study of male and female managers in the perception of QWL and they obtained sex differences on the perception of quality of work life.

The study of Dhillon and Dandona (1990) here receives special mention at their study entitled "quality of work life and job involvement". A comparative study of managers of public and private banks is almost similar to the present endeavour. The findings of the study advocate significant difference in the QWL variables related to job involvement in public and private banks.

Fields and Thacker (1992) conducted a study on the influence of QWL on company and union commitment after the implementation of the joint union management QWL program. Result indicate that company commitment merged only when participant perceived the QWL effort as successful, but union commitment increased irrespective of the perception of QWL success.

Aston and Lavery (1993) examined the possible benefits of the workplace experience for women in terms of rewards and concern intrinsic to the job, rewards and concern extrinsic to the job, social support and cynicism. Results reveal that intrinsic factors were generally related to psychological well being, while extrinsic factors were most closely related to physical health. A cynical attitude was found to influence the value of work life or role, with

effects being particularly marked in the clerical group. Davis and Sullivan (1993) conducted a new type of labor-management contract involving the quality of working life.

Long and Richard (1993) conducted the study to see the impact of new office information technology on job quality of female and male employees and found significant increase in job quality of both male and female employees subsequent to the introduction of computerization female experienced significantly larger increase than males. This occurred because clerical and secretarial employees experienced much larger increase in job quality than did professional/technical employees or managerial employees.

Apart from the above, QWL has also been studied in relation to managerial levels. Extensive studies have been conducted on need satisfaction and job satisfaction across managerial levels. It is imperative to clarify at this juncture that needs leading to satisfaction and different aspects of job satisfaction are no more different from the various dimensions of QWL as there also contribute the same way to enhance QWL perception.

Porter getting inspiration from Maslowian model did a significant work and established that the higher order needs are differentially satisfied at various managerial levels in an organization. Very recently Karrier and Khurana (1996) related the QWL of 491 managers from three sectors of industry (public, private and cooperative) with six

background variables (age, educational qualification, experience, native/migrant, number of dependents and income level) and three motivational variables (job satisfaction, job involvement and work involvement). Results revealed that managers with higher motivational variables had the perception of higher QWL.

Srivastava (1996) points out that organizational climate and higher order needs (self esteem, autonomy and self actualization) are found to be positively related to job involvement. It is necessary to point out that this study has not denoted the variables which had been undertaken for study as the term QWL but organizational climate, higher order needs and all other bio-social needs are the determinants of quality of work life. Very recently Nasreen and Ansari (1997) studied on supervisors and middle level managers and reported that socio-psycho personality variables failed to influence QWL perceptions. In a similar effort Barkat and Ansari (1997) found significant influence of job tenure and number of promotions earned on perceived QWL.

The preceeding available survey of literature were pertaining to the studies on quality of work life which was undertaken as a dependent variable in the present investigation. Now, the description which are being put forth in the writings to proceed will pertain to the independent variables viz., personality variables and

organizational characteristics. Firstly, personality variables will be given a comprehensive look that may entail its concept, determinants and available survey of studies and therefore, another independent variable will be discussed on the same above lines.

Personality Variable :

Of the several billion people who presently inhabit the earth, no two are exactly alike. The vast differences among them have made it difficult to identify what they share in common as members of the human race. It is indeed, true in the present circumstances and predicted to be important in future too that quality of human life is likely to be dependent upon an increased understanding at both intra individual group and inter-individual/group levels.

Personality factors are extremely important in organizational setting. One of the famous psychologist D.E. James considers the individual aspect as the whole house built of bricks, but held together with cement.

The term personality has been derived from latin word 'personare' which means to speak through. The latin term denotes the mark which the actors used to wear in ancient Greece and Rome. Thus, personality is used in terms of influencing others through external appearances. According to Ruch, personality should include

(i) external appearance and behaviour or social stimulus value

(ii) inner awareness of self as a permanent organizing force

(iii) the particular pattern or organization of measurable traits, both inner and outer.

It may mean different things to different people. Thus, there prevails a great deal of controversy over the meaning of personality. Allport (1937) has identified fifty different definitions of the term. He has categorized them into five areas as follows -

1. Omnibus - Personality as the sum total, aggregate or constellation of properties or qualities.
2. Integrative and Configurational - under this view of personality, the organization of personal attributes is stressed.
3. Hierarchial - These definitions specify the various levels of integration or organization of personality
4. Adjustment - This view emphasize the adjustment of the person in the environment.
5. Distinctiveness - The definition for this category stress the uniqueness of each personality.

Furthermore, he has given the definition of personality. "Personality is the dynamic organization within the individual of those psychophysics system that determine his unique adjustment to the environment". However this definition also suffers from deficiency as it fails to emphasize individuals complete picture of dynamic

personality especially that emerges during interpersonal relations sometimes in the most opposing social situations. What it is but it is certainly a composition of various combinations of personality traits and psycho-social make up of human individual reflecting either in isolation or during the course of interactions with objects either living, non-living and or favourable unfavourable.

Personality is the basic core structure and as one advances in age, there comes a change in one's personality as a consequence of maturity experience and greater exposure to the environment. It also has key influence on organizational effectiveness. In jobs, where most of the working days i.e. 1/3 f one's job life are spent interacting with ther people, personality is the major determinant that allows one to cope with the work environment and also influence the behaviour of others. Each man's personality reveal itself in the way he works with his superior, his subordinates and other people.

There is sufficient research evidence to support the effect of personality attributes on job performance. Ghosh and Munerikar (1974) have found that Indian Managers are somewhat emotional, casual, sensitive, tough, tense and group dependent.

Menon (1974) on the basis of a study on 26 Managers found that persons wh aggressive, less security minded, more cmmunicative, less anxious, more imaginative, less

dependent, high achievement oriented, less cynical, more open minded, less angry, more work oriented, less depressed, less inhibited, more energetic, more money oriented and more sensitive seem to develop attitudes favourably towards their organizations.

Ghosh and Munerikar (1975) studied on similarities and differences in personality characteristics among managers have found that they are shy, aloof, emotional, anxious, tense and excilable on one hand and on the other they are independent and indifferent but resourceful with the quality of moderate self sentiment. As compared to Indian managers, they have found that American managers are more matured, calm, somewhat suspicious talkative and persistent.

Patil and Munerikar (1976) in a study of 55 managers have found that they are active, ambitious, relaxed, self-confident, and somewhat depressed.

Sen (1976) has studied the 15 personality traits of 25 senior executives in a commercial bank and found that dominance, order, difference, achievement and introspection are the main characteristics of these executives.

Saiyadain and Monappa (1977) conducted a survey on various facets of the life and work of 172 middle level managers from both public and private organizations representing various functional areas. On two personality characteristics viz., authoritarian and machiavellianism,

the study disclosed that there is an equal distribution of those on the high side and those on the low side of the scale whereas, two thirds of the managers score higher than average on such personality traits as competence and need for achievement.

Diwedi (1978) conducted a study on perception of personality traits of managers (22 managers from public sector and 30 from private sector) which provide evidence for manager's perception for giving relatively high importance to cooperativeness, intelligence, energetic and sociability, low importance to aggressiveness, dominance, confirmity independence and such personality factors as flexibility, preservance, self controlled abilities are placed in between. The correlation coefficient between personality traits of public sector and private sector managers was .90 which show no difference among the workers of the public and private sector.

Sah (1989) conducted a study on personality characteristics on 33 accident free and 32 accident involved Indian railway drivers using the Rorschach test. Results revealed that accident free group had better perception of the reality situation, faster reaction time, higher levels of the ego-functioning and better emotional control than accident involved group.

Similarly, Nicholas (1992) conducted a study to examined the personality profiles of 71 female and 61 male

managers from the civil services using 16 PF. Results suggest that managers scored higher or trait associated with intelligence, dominance, confidence and extra version. This pattern did not differ as a function of gender.

In accordance of our plan, now we would be making efforts to give a comprehensive details of the other independent variable viz; organizational characteristics is being given as under :

Organizational Characteristics

To enhance perception towards Quality of work life of job incumbents, organizational characteristics play very significant role. It will not be unrealistic to say that organizational characteristics do contribute in enhancing the perception of quality of work life. Characteristics of any organization are generally believed to be those characteristics which are embeded in the organizational structure as well as in the functioning of the organization but the present investigator has viewed the same with the slight modification in meaning these characteristics. The present researcher has not undertaken the characteristics pertaining to organizational structure whereas, the focus of attention is on those organizational characteristics which are directly exerting influence over the job incumbents that are most likely to generate motivation, satisfaction with work and to enhance overall quality of work life perception.

It has already been mention in the preceeding paragraph that only functional aspects of the organization as organizational characteristics have been taken for studying its influence on QWL perception. These characteristics are classified into several components namely, nature of supervisions, autonomy, Employee's participation, feedback, organizational climate/culture, promotional opportunities, organizational/company policies and union-management relations. These organizational characteristics appears to play inevilability very significant role in developing a very conducive culture directly influencing worker's motivation, satisfaction and perceived quality of life in the work situation as has already been stated above.

The very nature of organizational characteristics presented above reflect on the behavioural side embeded in organization and definitely we have not undertaken the physical components of the organization like organizational structure based on hierarchy and channels of communication. It will not be out of context to mention here that physical organizational characteristics like structure and channels are gradually losing their significance and importance in this present day modern world of work as it has come to its optimum level where organizations are physically known be well structured and interlinked with all techniques of information systems but what aspect are again being realized very important in this late 20th century and is being

predicted to be dominating in the 21st century is that of human related problems at work. Because of this reason for the last twenty years HRD functions are being considered as to play vital role in developing, maintaining and utilizing human potentialities to the optimum level and for achieving high economic benefits.

Since, organizations today are more emphasizing on developing organizational culture which could positively influence people at work. People-oriented organizational policies and supervisory behavioural are definitely very much the determinants of organization characteristics.

Hackman and Oldham (1975) have given five core dimension popularly known as Job characteristicis i.e. (1) Skill variety, (2) Task identity (3) Task significance (4) Autonomy and (5) Feedback.

These five job characteristics are definitely related to job itself and it can't be denied that these all appear in the work environment as a matter of organization strategy to improve organizational effectiveness are considered to be organizational characteristics. It is very apparent from the very five core dimensions that these are related to the organizational functions directly influencing job incumbents. The meaning associated to these five core dimensions briefly follows :

1. **Skill variety** : One of the core dimension of job characteristics is skill variety. It allows skill to perform

different operations that often require different skills. Jobs are high in variety are seen by employees as more challenging because of the range of skills involved. These jobs also relieve monotony that develops from any repetitive activity. Variety gives employees a greater sense of competence, because they can perform different kinds of work in different ways.

2. **Task identity** : A second core dimension is task identity, which allows employees to perform a complete piece of the work. Individual employees worked on such a small part of the whole that they were unable to identify any product with their efforts. When tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established.

3. **Task significance** : A third core dimension task significance. It refers to the amount of impact, that the worker has no another people. The impact can be on others in the organization, as when the worker performs a key step in the work process, or it may be on those outside the firm as when the worker helps to make a life saving medical instrument.

4. **Autonomy** : A fourth core dimension is autonomy. It is the job characteristics that gives employees some discretion and control over job related decision, and it appears to be fundamental in building a sense of responsibility in workers. Although they are willing to work within broad

constraints of an organization, they also insist on a degree of freedom. The practice of management by objectives is one way establishing more autonomy because it provides a greater role for workers in setting their own goals and pursuing plans to achieve them.

5. **Feedback** : A fifth core dimension is feedback. It refers to information that tell workers how well they are performing. It can directly come from the job itself, or can be given verbally by management and other employees. The idea of feedback is of much significance to people at work, because they are investigating a substantial part of their lives in work they want to know how well they are doing. The workers should receive complete job feedback, both positive and negative. If they receive only negative feedback, it may not be motivating.

There has been scores of researches in support of these job characteristics that when employees perceive these characteristics as high in their job, they are likely to have greater work commitment and to experience high quality work. Leaders need to give special attention to the aspects of autonomy and feedback while making strategy in supervising subordinates. Other job characteristics should also be properly taken care of to build conducive organizational culture to promote positive employees feeling towards their work. It has been emphasized earlier that the present endeavour was made to see the influence of

organizational characteristics and certain personality variables on perceived QWL. It, is indeed, important to note here that organizational characteristics/variables are important to effect human behaviour at work. The emphasis of the modern management is to create such an organizational and working conditions which may compel to the employees to get motivated towards work rather than to evolve coercive method for forcing the employees to work effectively. Hence, there seems to be the greater implications of organizational characteristics to improve the feelings of QWL among the job incumbents.

Studies regarding organizational characteristics, it has already been mention earlier that Hackman and Oldham (1976) initiated to work on this aspect and there-after a number of investigation have been undertaken (Hackman, 1977; Miner, 1980; Noe Moeller and Fitzgerald, 1985; Glick, Jenkins (Jr), and Gupta, 1986; Fried and Ferris, 1987; Zaccaro and Stone, 1988).

Apart from the above the studies on this problem continues to attract the attention of researcher and as a consequent to this reality that speaks of the significance of the job characteristics in enhancing the perception of high quality of work life as well as work related outcomes.

Snizek and Neil (1992) conducted a study on job characteristics, gender stereotypes and perceived gender discrimination in the work place and found that 37% of the

women claimed to have been victims of promotional discrimination and 4% alleged that they had experienced day to day discrimination.

Jones and Johnson (1993) conducted a study on 113 professional and support staff in a large petrochemical company suggest that perceptions about management's commitment to the success of the intervention was related to perceptions of reduced role stress, more positive relationships with management and more positive job related attitudes.

Similarly Holcom, Lehman and Simpson (1993) conducted a study to assessed relationships between employee substance use and accidents at work in a sample of 1,325 municipal employees. Results indicate that sample studied likely to have accidents tended to have dysfunctional personal backgrounds and reported that they were dissatisfied and tense at work. Associating with substance using peers, high level of depression and low levels of religious service attendance were characteristics of sample who had accidents.

Chatman, Jennifer and Sigal (1995) explored the personal and situational sources of cooperation by contrasting behaviour under conditions of personality fit and misfit with culture in an organizational stimulation. Results shows that cooperative people were more responsive to the individualistic or collecting norms characterizing their organization's culture.

Parks, Gallagner and Fullagar (1995) discuss the apparent multidimensional nature of the construct of the union participation. Result suggest that three distinct dimension to union participation, each representing potentially varying strengths of union commitment. The administrative factors reflect office holding duties, the intermittent factor reflects participation in activities schedule and the supportive factor reflects ongoing participation activities in support of other members of the union. Findings also suggest that these dimension are relatively stable across time periods among this group.

Bolfikova (1995) conducted a study to establish criteria for evaluating fairness and justice in the decision process regarding employees lay offs. Results suggest that the decision process should contain a 3rd party/independent element, employee participation, and an account of employee value to the organization and employee characteristics. At length, while terminating the introductory chapter of the thesis, it is imperative to point out that whatever the available studies cited in the preceeding pages either related to personality variables or organizational characteristics, though, these have not directly reflected their influence on employee's QWL perception but it will not be a very optimistic view if it is claimed that all these studies if have been studied in relation to either employee's work performance, productivity, satisfaction or

on other work related behaviour then definitely, indirectly these are presenting to the parallel notion of QWL.)

Inspite of the above reality, it is very much clear that studies fails to provide any strong evidence about the effects of personality variables and organziational characteristics on perceived QWL. Therefore, null hypotheses were proposed to have micro level in-depth investigation of the various aspects/factors of independent variables on different facets of QWL as well as overall QWL which have been dependent variables in the present investigation. The details of the null-hypotheses follow :

Ho_1 Politeness - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_2 Active - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_3 Loyalty - A personality disposition will not significantly influence either of the 17- QWL facets and overall QWL.

Ho_4 Tactfulness - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_5 Physically active - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_6 Easily pleased - A personality disposition will not significantly influence either of the 17-QWL facets and over all QWL.

Ho_7 Quick temp red - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_8 Boring - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_9 Responsibility - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{10} Stubborn - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{11} Flexibility - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{12} Prejudiced - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{13} Manipulative - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{14} Unsociability - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{15} Self Centered - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{16} Untrustworthy - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{17} Competitive - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{18} Cooperation - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{19} Assertiveness - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{20} Risk taking - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{21} Quick Decision - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{22} Thinking before taking decision - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{23} Open hearted - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{24} No privacy - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{25} Talkative - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{26} Uncontrolled - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{27} Depression - A personality disposition will not significantly influence either of the 17-QWL facetls and overall QWL.

Ho_{28} Cheerful - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{29} Realistic - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{30} Harshness - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{31} Aggressive - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{32} Polytheist - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{33} Monotheist - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{34} Religiousity - A personality disposition will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{35} Poor organizational prestige - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{36} Poor organizational conditions - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{37} Inconvenient working hours - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{38} Undemocratic Boss - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{39} Harsh Leadership - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{40} Less opportunity in decision making - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{41} Unfair policy - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{42} Less opportunity in getting feedback - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{43} Lack of Autonomy - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{44} Tight Supervision - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{45} Beauracratic Leadership - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{46} Supportive management - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

Ho_{47} Poor Union - Management relations - An organizational characteristics will not significantly influence either of the 17-QWL facet and overall QWL.

Ho_{48} Poor employee's participation - An organizational characteristics will not significantly influence either of the 17-QWL facet and overall QWL.

Ho_{49} Poor promotional opportunities - An organizational characteristics will not significantly influence either of the 17-QWL facets and overall QWL.

CHAPTER - II

M E T H O D O L O G Y

METHODOLOGY

Scientific investigation involve sound procedures in quest of achieving objectivity in findings or results. All scientists including behavioural scientists do agree that objectivity in research finding is not possible unless it is carried out in a very systematic and planned manner. Hence, in carrying out any research it becomes necessary to have careful and adaptation of research design; selecting standardized tools and test; identify adequate sample through appropriate sampling technique to undertake sound procedures for collecting data and thereafter data be carefully tabulated and analyzed by giving treatment of appropriate statistics to the data collected.

The steps cited above enhance objectivity as well as predictive value of the findings. Therefore, the findings obtained through scientific procedure may be generalized to predict behaviour and any other cause-effect relationship especially a segment of population from where the data is gathered and in giving of overall population in general.

Sample : In behavioural researches, a sample of a larger population is choosen which is a fraction of population. Mohsin (1984) contended that sample is a small part of the total existing events, objects or the information. Kerlinger (1983) believes that sampling is an portion of a population or universe as to be the representative of that population or universe. Thus sampling is a small portion of population selected for observation. Hence, it is possible

to draw reliable inferences or to make generalizations on the population as a whole from where the sample is drawn.

The survey of available literature on QWL have revealed that none of the QWL studies have been carried out in relation to personality variables and organizational characteristics specially on supervisors working in industrial organization. Therefore it was decided to conduct survey on supervisors. For this purpose General Manager, Uptron India Limited (Lucknow) was approached who assured to extend help in this regard and subsequently he extended cooperation and provided me opportunity to meet supervisory level employees in order to collect information.

It is imperative to mention here that this study was planned to be conducted on both Hindu and Muslim supervisors, hence it is successfully attained from a very reputed company namely, Uptron India Ltd - a public sector unit which has already been mentioned in the preceeding paragraph too. UP Electronics Corporation Limited (UPTRON) was established and incorporated on March 30, 1974 as a subsidiary to the Pradeshiya Industrial and Investment Corporation of U.P. (PICUP) and later in 1976 it was separated from PICUP. It is wholly State Government owned undertaking and was established with the sole aim of promoting electronics in the state of Uttar Pradesh and equity of this company was/is raised through shares subscribed by U.P. Government.

At present UP Electronics Corporation Limited and Uptron India Limited combined together have a human resource of 2500 employees located at its various factories, marketing offices and its corporate office at Lucknow.

At present, the total number of middle level managers or officers in the Uptron India Ltd. Lucknow are 350 and out of the total human resources employed in the company, the total number of employees in the category of supervisors and other executive and managerial levels totals N = 350 and almost all the entire population of middle level managerial staff were approached for filling the questionnaire, hence, N = 340 could be obtained. This is definitely a larger chunck of population approximately 97% were covered. The break of the sample population undertaken for the present investigation is given below in Table 2.1.

Table 2.1. Showing sample Break-up.

Sample group	No. of Employees
Hindu	250
Muslims	90
Total	340

And sample characteristics have been shown in Table 2.2.

Tools Used : In order to have very clear cut understanding of human behaviour psychological tests are developed and used. It must be kept in mind that there is no psychological test which can tell about all aspects of behaviour because of the complexity and variability of psycho-emotional attributes of personality and human behavioural dimensions. Therefore, every psychological test is developed for some specific purpose. Among the various methods used for understanding human being, the questionnaire method has been considered as the most convenient and favourable instrument. A questionnaire consist of number of statements/questions and the respondents answer each according to the instruction which is used here for measuring employees perception towards quality of work life (QWL) and organizational characteristics. Moreover, for identifying personality characteristics of respondents semi-structured adjectives-cum-statements type scale was developed. The description of the questionnaires/scale follows :

QWL Inventory : This inventory has been developed by Sinha and Sayeed (1980). The scale initially consisted of 18 dimensions but finally one dimension i.e. of Job stress had been dropped on the basis of judges ratings. The remaining 17 dimensions which were finally selected are given below along with their meanings :

1. Economic Benefit (EB) - Getting adequate monetary income and rewards.
2. Physical Working Conditions (PWC) - Conditions affecting physical comfort and convenience on and at the job.
3. Mental State (MS) - Feeling of depression or being upset at work.
4. Career Orientation (CO) - Having opportunities for progress.
5. Advancement on Merit (AM) - The extent to which rewards are based on merit.
6. Effect on Personal Life (EPL) - The Langover effect on the worker which may be positive or negative.
7. Union Management Relation (UMR) - The relationship between union and management, consideration of each other's point of view.
8. Self Respect (SR) - The feeling of being treated with respect and due dignity.
9. Supervisory Relationship (SR) - Mutual understanding and relationship with the supervisors.
10. Intra-group Relation (IGR) - The way workers interact in a group.
11. Apathy (A) - Workers concern for work.
12. Confidence in Management (CIM) - Belief that management is aware of and has concern for workers problem and interest.

13. Meaningful Development (MD) - Opportunities to learn more and to use skills and abilities in a challenging way.
14. Control, Influence and Participation (CIP) - The extend of workers influence and control on their work, moreover involvement in decision making.
15. Employee Commitment (EC) - Loyalty to organization and concern for future.
16. General Life Satisfaction (GIS) - Fulfilment of Life needs apart from the work situation i.e. in family in society etc.
17. Organizational Climate (OC) - The organizations outlook and approach in the interest of the worker for the betterment of the organization.

Each item of the questionnaire was required to be assessed by the respondents on a 7 point scale from minimum scale value of '1' to maximum scale value of 7. By summing up the score of items dimension wise the extent of presence of QWL in each dimension or facet were obtained in the respondent's experimental as well as perceptual perspective in context of the organization in which an employee was working. Moreover, the summation of the total scores of the inventory irrespective of the dimensions provided an overall picture of quality of work life condition of the respondents. QWL - inventory is appended, hence consult Appendix I. So far as the reliability of the inventory is

concerned, the inventory is found to be highly reliable as obtained value of coefficient alpha .97 is substantially very high. The validity of the sub-scales reported to have obtained by means of known group methods. The t-ratio of the sub-scale ranges from t = 4.18 to t = 6.68 and subsequently, all the value of sub-scale are reported to be significant beyond the level of .01, hence the validity of the scale is found confirmed.

Personality Attribute Scales (PAS) : Personality attributes scale was developed by the researcher herself. There were 34 adjectives plus statements representing personality characteristics and the respondents were required to respond on 5 point scale by giving a score of 1 to the personality attributes which were present in themselves in minimum degree and score of 5 when these were present in maximum degree (Appendix II). The scoring was simple because it was done by simply adding the scores given to various attributes but reversing the scores having negative attribution for understanding overall personality characteristics of the respondents. On the other hand each attribute present individual characteristics in itself.

Organizational Characteristics Scale (OCS) - The third scale of organizational characteristics was also developed by the researcher herself. The scale consisted of 15 characteristics plus statements representing organizational characteristics and the respondents were required to respond

on 5-point scale by giving a score of 1 to the organizational characteristics which were present in themselves in minimum degree and the score of 5 when these were present in maximum degree (Appendix III). The scoring was simple because it was done by simply adding the scores given to various characteristics but reversing the scores having negative characteristics for understanding overall organizational characteristics of the respondents.

Biographical Information Blank (BIB) - To know the information about the biographics of the respondents, a biographical information blank (BIB) was prepared that includes age, designation, department. ob tenure, income, family structure, salary, qualification, number of promotions received, marital status, training received if any. General health and religion (Appendix IV).

Statistics Used - For giving statistical treatment to the data, multiple regression analysis which is a powerful set of statistical technique and permit to assess the relationship of many independent variables simultaneously with one dependent variable was applied. The technique consist of multiple, hierarchial and the stepwise regression. The term regression and correlation are used more interchangably. The regression is used with an eye on prediction, where as correlation is more meaningful for determining the degree of association.

Multiple regression is the technique by which the value of the dependent variable is predicted from the knowledge of the value of the independent variable. The variables used for predictor is called predictor variables and the variables that is predicted is called Criterion variable. As a preliminary step it can be determined how strong the relationships are between independent variables and dependent variables.

In a simple way, we can say that multiple regression is a statistical technique which is used to relate independent variable to dependent variable.

In the present analysis standard multiple regression analysis has been applied. This standard or simultaneous strategy calls for entry of all independent variables into the regression equation at once. Each independent variable is assessed as if it had entered the regression after all independent variable has been entered. Each independent variable can be evaluated in terms of what it adds to prediction of the dependent variable 'F' value of Anova for regression predicted overall influence of all independent variable on the dependent one and the main variable predicting dependent variable are confirmed by significant 't' value.

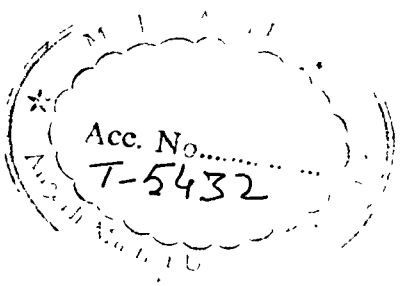

Table - 2.2

Sample Characteristics At A Glance

Groups	Total Experience (in years)		Experience present position		Age (year)		No. of dependents		No. of promotions earned	
	Range	Mean	Range	Mean	Range	Mean	Range	Mean	Range	Mean
Muslims	4-13	8.58	5-8	3.19	22-45	26.96	2-4	2.2	1-4	2.1
Hindus	5-13	9.5	4-8	4.19	21-40	31.02	2-5	3.8	1-3	3.0
Total	4-13	9.04	4-8	3.69	21-45	28.99	2-5	3.0	1-4	2.55

Biographical informations are given in the above table.

CHAPTER - III

R E S U L T S

R E S U L T S

The present chapter is the soul of the entire endeavour. It has already been described, time and again, in the preceeding chapters that the aim of the present larger investigation was to study the influence of certain personality attributes and organizational characteristics on perceived Quality of Work Life. To accomplish the afore-mentioned task, supervisors and middle-level managers were chosen as sample on whom test administered and data collected; and thereafter, tabulation of data undertaken and through computer analysis the results were obtained.

Before discussing results and giving interpretations of the findings, it seems important here to describe the plan on which basis results will be presented. The table of the results have been classified into three cluster of groups. In one cluster of tables, which ranges from Table 3.1 to Table 3.36 pertain to Hindu supervisors, and middle-level managers; the other cluster of tables consists of tables from Table 3.37 to Table 3.72 are related to Muslim incumbents whereas, the third cluster of tables from T ble 3.73 to Table 3.108 provide the findings of the total sample population irrespective of Hindu-Muslim job incumbents. Apart from the grouping of tables it is also very important to point out here that all the seventeen dimensions of dependent variable that is of QWL have been separately undertaken for studying the influence of independent variables viz. personality

attributes and organizational characteristics on each QWL dimensions separately and on QWL as a whole.

As mentioned above, the ongoing description will follow the same sequence in highlighting the results. Having described the results of this larger study, the findings will then only be discussed in detail. The description of results would be empirically testing the influence of IV's (personality attributes and organizational characteristics) on 17 dimension of QWL separately and then on total QWL for Hindu supervisors, Muslim supervisors/middle level managers and the total sample independently.

Hindu Middle Level Managers :

It is evident from Table 3.1 which gives a brief picture of the influence of independent variables (personality variables and organizational characteristics) on dependent one i.e., "economic benefit" - one of the QWL facet" that F value which is F = .95027 is highly insignificant even at .05 level of confidence. The reliability of the findings were further verified the influence of each independent variable through statistical t value and these again found to be very low even at .05 level.

For the convenience is seems necessary important to mention here that instead of mentioning the details of the personality variables and organizational characteristics in

each table of multiple regression analyses, time and again, we are here giving the details from Variable No. 19 onward, hence, the same corresponding variable No's given in Tables will mean the same as given below :

Personality Attributes

19. Polite
20. Mentally Active
21. Loyal to supervisors/organizations
22. Tactful
23. Physically Active
24. Easy to be pleased
25. Quick Tempered
26. Boring
27. Responsible
28. Stubborn
29. Flexible
30. Prejudiced
31. Manipulative
32. Unsocial
33. Self Centered
34. Untrustworthy
35. Competitive
36. Co-operative
37. Assertive
38. Easy to take risk
39. Take quick decision without caring the decision are right or wrong.

40. Have a thinking before taking a decision in quest of taking right decision.
41. Open Hearted
42. No privacy
43. Talkative
44. Not easy to be pleased
45. Depressive
46. Cheerful
47. Realistic
48. Harsh
49. Aggressive
50. Polytheist
51. Monotheist
52. Religious
53. Total of the Personality Variable

Organizational Characteristics :

54. Poor Organizational Prestige
55. Poor Organizational Conditions
56. Inconvenient Working hours
57. Undemocratic Boss
58. Harsh Leadership
59. Less opportunity in decision making
60. Unfair policy
61. Less opportunity of getting feedback
62. Lack of autonomy
63. Tight Supervision

64. Bureaucratic

65. Supportive Management

66. Poor union management relation

67. Poor employee's participation

68. Poor promotional opportunities

69. Total of Organizational Characteristics

Table 3.1. Analysis of Variance for the Regression Showing the Influence of IV's on Economic Benefit - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	822.04358	16.11850	0.95027
Deviation from Regression	208	3528.09521	16.96200	
Total	259	4350.13867		

Since, F value found to be insignificant in Table 3.1 hence it is necessary that all IV's as given above in the preceeding paragraphs must have insignificant influence on DV, which are found here too, as t values ranging from minimum t = .00684 to maximum t = .04075 are found to be statistically highly insignificant even at .05 level of confidence (Table 3.2).

The above obtained findings reveal that organizational characteristics and personality attributes do not have any

Table 3.2. Showing Multiple Regression Analyses - Economic Benefit dimension of QWL

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.07122	-1.23074	112.13656	0.01098
20	3.72692	1.12468	-0.11308	-1.83710	112.13707	0.01638
21	3.65300	1.21628	0.03772	-1.01719	112.13715	0.00907
22	3.29231	1.17205	0.03663	-1.13839	112.13631	0.01015
23	3.51154	1.21599	-0.07380	-1.46999	112.13525	0.01311
24	3.05000	1.23090	-0.00314	-1.10803	112.13665	0.00988
25	2.95769	1.19507	0.04701	-1.13855	112.13712	0.01015
26	2.64231	1.29706	-0.10541	-1.63884	112.13681	0.01461
27	3.58846	1.26282	0.02974	-0.76689	112.13660	0.00684
28	2.66538	1.20214	-0.00787	-1.38955	112.13609	0.01239
29	3.19615	1.21604	-0.07384	-1.44361	112.13717	0.01287
30	2.73077	1.21629	-0.03414	-0.88104	112.13662	0.00786
31	2.73846	1.27980	0.03074	-1.28998	112.13644	0.01150
32	2.54231	1.35927	0.01738	-1.36104	112.13708	0.01214
33	2.93077	1.27760	0.06380	-1.20175	112.13583	0.01072
34	3.02308	1.33249	0.02792	-1.02534	112.13564	00914
35	3.19615	1.23494	-0.01397	-0.92890	112.13673	0.00828
36	3.25000	1.23768	-0.09096	-1.61198	112.13696	0.01438
37	3.08462	1.18246	-0.09390	-1.51929	112.13697	0.01355
38	3.02308	1.22689	-0.04569	-1.55398	112.13638	0.01386
39	2.95000	1.25871	0.05247	-0.90500	112.13734	0.00807
40	3.13077	1.26972	0.03571	-0.92434	112.13715	0.00824
41	3.08462	1.28270	-0.08583	-1.51484	112.13620	0.01351
42	3.05769	1.22101	-0.01718	-1.09355	112.13661	0.00975
43	3.00000	1.19845	-0.07704	-1.67308	112.13629	0.01492
44	2.90769	1.26091	-0.01268	-1.05696	112.13649	0.00943
45	2.81154	1.28214	-0.11085	-1.47765	112.13631	0.01318
46	3.07692	1.29218	-0.14340	-1.94353	112.13585	0.01733
47	3.09231	1.25785	0.06344	-1.01380	112.13668	0.00904
48	2.76923	1.24298	-0.04390	-1.50448	112.13662	0.01342
49	2.84231	1.32766	-0.08908	-1.41681	112.13675	0.01263
50	2.39231	1.30928	0.04272	-1.10160	112.13702	0.00982
51	2.20385	1.24924	0.06449	-0.91667	112.13622	0.00817
52	2.18077	1.32470	0.06473	-1.12579	112.13651	0.01004
53	102.41154	10.73540	-0.07643	1.19473	112.13680	0.01065
54	3.21154	1.20707	-0.00988	-0.70743	22.06876	0.03206
55	3.00385	1.10980	0.02624	-0.39751	22.06930	0.01801
56	2.80385	1.25664	-0.00576	-0.54038	22.06800	0.02449
57	2.52692	1.05598	-0.04068	-0.76304	22.06971	0.03457
58	2.53462	1.14691	0.01416	-0.64571	22.06955	0.02926
59	2.63462	1.17616	0.03527	-0.24697	22.06862	0.01119
60	2.60769	1.25815	-0.02648	-0.56399	22.06857	0.02556
61	2.60769	1.16245	-0.04487	-0.89941	22.06911	0.04075
62	2.98077	1.24972	-0.00752	-0.28590	22.06773	0.01296
63	2.52308	1.23529	0.04335	-0.27289	22.06864	0.01237
64	3.01538	1.20157	0.03345	-0.31802	22.06810	0.01441
65	2.81538	1.21944	-0.03791	-0.74584	22.06841	0.03380
66	2.56535	1.29729	-0.01920	-0.70949	22.06856	0.03215
67	2.45385	1.24032	0.02584	-0.31849	22.06985	0.01443
68	2.49615	1.26277	0.01946	-0.36364	22.06804	0.01648
69	40.78077	6.54256	0.00141	0.47930	22.06717	0.02172

DEPENDENT

1	14.08462	4.09828

INTERCEPT	23.87735
MULTIPLE CORRELATION	0.43471
STD. ERROR OF ESTIMATE	4.11849

Table 3.4. Showing Multiple Regression Analyses - Physical Working Condition - dimension of QWL

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.98959	0.01730	-0.40666	85.16769	0.00477
20	3.72692	1.12468	-0.15081	-0.92207	85.16808	0.01083
21	3.65000	1.21528	-0.05393	-0.37674	85.16814	0.00442
22	3.29231	1.17285	-0.01658	-0.53500	85.16750	0.00628
23	3.51154	1.21599	-0.05317	-0.49583	85.16669	0.00582
24	3.05000	1.23080	0.06504	-0.33311	85.16776	0.00391
25	2.85769	1.18587	-0.01210	-0.59018	85.16811	0.00693
26	2.64231	1.29706	0.00237	-0.44625	85.16788	0.00524
27	3.58846	1.26682	0.00463	-0.38015	85.16772	0.00446
28	2.86538	1.20214	-0.02905	-0.60186	85.16734	0.00707
29	3.19615	1.21604	-0.00388	-0.51565	85.16815	0.00605
30	2.73077	1.21629	-0.07285	-0.61468	85.16774	0.00722
31	2.73846	1.27980	-0.05503	-0.69724	85.16760	0.00819
32	2.54231	1.35927	-0.01522	-0.47905	85.16808	0.00562
33	2.93077	1.27760	-0.06348	-0.79283	85.16714	0.00931
34	3.02308	1.33249	0.04000	-0.34389	85.16699	0.00404
35	3.19615	1.23494	-0.02610	-0.60540	85.16782	0.00711
36	3.25000	1.23768	-0.00505	-0.42869	85.16800	0.00503
37	3.08462	1.18246	-0.04556	-0.79543	85.16800	0.00934
38	3.02308	1.22689	-0.03403	-0.57006	85.16756	0.00669
39	2.95000	1.25371	-0.09738	-0.53648	85.16828	0.00630
40	3.13077	1.26972	0.03955	-0.37988	85.16814	0.00446
41	3.08462	1.28270	0.02820	-0.48585	85.16742	0.00574
42	3.05769	1.22101	0.07738	-0.25677	85.16773	0.00301
43	3.00000	1.19845	-0.10019	-0.86531	85.16749	0.01016
44	2.90769	1.26091	-0.07386	-0.82245	85.16764	0.00966
45	2.81154	1.28214	-0.06994	-0.69597	85.16750	0.00817
46	3.07692	1.29218	0.01392	-0.52259	85.16715	0.00614
47	3.09231	1.25785	-0.02142	-0.55603	85.16779	0.00653
48	2.76923	1.24298	0.02299	-0.56268	85.16774	0.00661
49	2.84231	1.32766	-0.05420	-0.65395	85.16783	0.00768
50	2.39231	1.30928	-0.02631	-0.42366	85.16804	0.00497
51	2.20385	1.24924	-0.01625	-0.54055	85.16743	0.00635
52	2.18077	1.32470	-0.01402	-0.52797	85.16765	0.00620
53	102.41154	10.73940	-0.08908	0.61099	85.16787	0.00717
54	3.21154	1.20707	-0.05667	-0.38836	16.76122	0.02317
55	3.00385	1.10980	0.00312	0.31239	16.76163	0.01864
56	2.80385	1.25664	-0.02710	-0.20151	16.76064	0.01202
57	2.52692	1.05598	-0.10970	-0.38683	16.76194	0.02308
58	2.53462	1.14691	0.02173	0.18531	16.76182	0.01106
59	2.53462	1.17615	-0.01284	0.01025	16.76111	0.00061
60	2.60769	1.25915	-0.18449	-0.37379	16.76107	0.02230
61	2.60769	1.16245	-0.09195	-0.32417	16.76148	0.01934
62	2.68077	1.24972	0.02117	0.04463	16.76043	0.00266
63	2.82308	1.23629	0.05930	0.22190	16.76113	0.01324
64	3.01538	1.20157	0.00320	-0.15430	16.76072	0.00921
65	2.81538	1.21944	-0.03890	-0.06551	16.76095	0.00391
66	2.56538	1.29729	-0.10405	-0.55655	16.76107	0.03320
67	2.45385	1.24032	0.01288	0.46059	16.76205	0.02748
68	2.49615	1.26277	-0.17707	-0.48940	16.76067	0.02920
69	40.78077	6.54256	-0.12308	0.07372	16.76001	0.00440
DEPENDENT						
2	12.23077	3.08700				

INTERCEPT	7.59668
MULTIPLE CORRELATION	0.61285
STD. ERROR OF ESTIMATE	3.12800

In view of the patterns of the findings mentioned in Table 3.3 and Table 3.4, it is found that all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL-facet viz. "physical working condition" rendered to be accepted.

Table 3.5. Analysis of Variance for the Regression Showing the influence of IV's on MS - a facet of QWL

Sources of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	699.56573	13.716	0.7449
Deviation from Regression	208	3832.32300	18.42463	
Total	259	4531.88867		

It is evident from Table 3.5 that third facet of QWL i.e. mental state is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = .7449 which is highly insignificant even at .05 level of confidence. The findings were further verified when the influence of each independent variable was seen on the dependent variable viz., "mental state" - a QWL-facet as statistical t value again found to be very low even at .05 level of confidence. It is also evident from Table 3.6 that all the obtained statistical t values ranging from as low as

Table 3.6. Showing Multiple Regression Analyses - Mental State dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.07212	1.04697	116.87137	0.00896
20	3.72692	1.12468	0.08392	1.62719	116.87189	0.01392
21	3.65000	1.21628	0.11531	2.04202	116.87198	0.01747
22	3.29231	1.17205	0.00124	1.33837	116.87111	0.01145
23	3.51154	1.21599	0.10323	1.80063	116.87000	0.01541
24	3.05000	1.23080	-0.03963	1.32759	116.87146	0.01136
25	2.85769	1.18507	0.01159	1.62701	116.87195	0.01392
26	2.64231	1.29706	-0.00881	1.48652	116.87164	0.01272
27	3.58846	1.26882	0.08970	1.44234	116.87141	0.01234
28	2.86538	1.20214	0.03779	1.65827	116.87089	0.01419
29	3.19615	1.21604	-0.02744	1.42432	116.87200	0.01219
30	2.73077	1.21629	0.03902	1.96140	116.87143	0.01678
31	2.73846	1.27980	-0.08240	1.25122	116.87124	0.01071
32	2.54231	1.35927	-0.03849	1.49061	116.87190	0.01275
33	2.93077	1.27760	0.05131	1.91843	116.87061	0.01642
34	3.02308	1.33249	-0.09075	1.25079	116.87041	0.01070
35	3.19615	1.23494	-0.05199	1.13789	116.87155	0.00974
36	3.25000	1.23768	0.09602	2.19154	116.87179	0.00875
37	3.08462	1.18246	0.02938	1.63059	116.87180	0.01395
38	3.02308	1.22699	-0.03236	1.17200	116.87118	0.01003
39	2.95000	1.25871	0.06662	1.68759	116.87218	0.01444
40	3.13077	1.26972	0.07896	1.80165	116.87199	0.01542
41	3.08462	1.28270	-0.02832	1.37578	116.87099	0.01177
42	3.05769	1.22101	-0.05331	1.33823	116.87142	0.01145
43	3.00000	1.19945	0.02002	1.88151	116.87109	0.01610
44	2.90769	1.26091	0.01904	1.47730	116.87130	0.01264
45	2.81154	1.28214	-0.00943	1.68224	116.87110	0.01439
46	3.07692	1.29618	-0.04264	1.34039	116.87063	0.01147
47	3.09231	1.25785	0.01485	1.76669	116.87150	0.01512
48	2.76923	1.24298	0.01565	1.63008	116.87143	0.01395
49	2.84231	1.32766	0.08705	1.79687	116.87156	0.01537
50	2.59231	1.30925	-0.02124	1.37280	116.87184	0.01175
51	2.20385	1.24924	0.03529	1.77886	116.87101	0.01522
52	2.18077	1.32470	0.05976	1.70220	116.87131	0.01456
53	102.41154	10.73640	0.05422	-1.55844	116.87161	0.01333
54	3.21154	1.20707	0.04901	0.67684	23.00058	0.02943
55	3.00385	1.10980	-0.01982	0.24294	23.00114	0.01056
56	2.80385	1.25664	0.03567	0.44535	22.99978	0.01936
57	2.52692	1.05598	0.06263	0.46227	23.00157	0.02010
58	2.53462	1.14691	0.09496	0.70344	23.00140	0.03058
59	2.63462	1.17516	0.05516	0.52271	23.00044	0.02273
60	2.60769	1.25815	0.03751	0.28572	23.00038	0.01242
61	2.60769	1.16245	0.06204	0.72566	23.00094	0.03155
62	2.69077	1.24972	0.05855	0.65048	22.99951	0.02828
63	2.82308	1.23629	-0.01613	0.41633	23.00046	0.01810
64	3.01538	1.20157	-0.00256	0.24478	22.99990	0.01064
65	2.81538	1.21944	0.03411	0.78220	23.00022	0.03401
66	2.56538	1.29729	-0.00405	0.18263	23.00038	0.00794
67	2.45385	1.24032	0.05471	0.60929	23.00172	0.02649
68	2.49615	1.26277	0.05945	0.29761	22.99983	0.01294
69	40.78077	6.54256	0.10250	-0.39210	22.99892	0.01705

DEPENDENT

3	20.83462	4.18302

INTERCEPT	16.19293
MULTIPLE CORRELATION	0.39289
STD. ERROR OF ESTIMATE	4.29239

t = .00794 to as high as t = .03401 have no influence of IV's on DV mental state (a QWL dimension).

The above findings reveal that none of the IV's viz. organizational characteristics and personality attributes have any significant influence on mental state, hence, all the null hypotheses pertaining to the influence of IV's on one of the facet of QWL i.e., mental state stand accepted.

Table 3.7. Analysis of Variance for the Regression Showing the influence of IV's on CO - a facet of QWL

Sources of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1293.59473	25.36460	0.64528
Deviation from Regression	208	8176.01465	39.30776	
Total	259	9469.60938		

The fourth facet of QWL i.e., Career Orientation is also found to be insignificantly influenced by both personality attributes and organizational characteristics as obtained value F = 0.64528 is highly insignificant even at .05 level of confidence which can be seen in Table 3.7.

The findings were further confirmed by Table 3.8 as all the obtained t statistical values ranging from minimum t = .00010 to maximum t = .03837 have been found statistically insignificant. Therefore, the results advocate that neither

Table 3.8. Showing Multiple Regression Analyses - Career Orientation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.02576	0.16595	170.70566	0.00097
20	3.72692	1.12468	-0.07649	-0.10501	170.70642	0.00062
21	3.65000	1.21628	-0.00971	0.18449	170.70654	0.00108
22	3.29231	1.17205	0.03483	0.29221	170.70528	0.00171
23	3.51154	1.21599	-0.03932	0.18453	170.70566	0.00108
24	3.05000	1.23080	0.00182	-0.27826	170.70580	0.00163
25	2.95769	1.18507	-0.01154	0.08969	170.70651	0.00053
26	2.64231	1.29706	-0.10367	-0.25494	170.70604	0.00149
27	3.58846	1.26882	-0.01314	0.40024	170.70570	0.00234
28	2.86538	1.20214	-0.12713	-0.22595	170.70496	0.00132
29	3.19615	1.21604	-0.03783	0.19424	170.70657	0.00114
30	2.73077	1.21629	-0.00876	0.48549	170.70575	0.00284
31	2.73846	1.27980	-0.01428	0.40603	170.70547	0.00238
32	2.54231	1.35927	-0.06980	-0.13033	170.70644	0.00076
33	2.93077	1.27760	-0.05582	0.03698	170.70654	0.00022
34	3.02308	1.33249	0.01017	-0.01773	170.70424	0.00010
35	3.19615	1.23494	-0.06827	0.09563	170.70592	0.00056
36	3.25000	1.23768	-0.07042	0.44847	170.70627	0.00263
37	3.08462	1.18246	-0.17612	-0.46942	170.70628	0.00275
38	3.02308	1.22689	-0.10501	-0.18289	170.70538	0.00107
39	2.95000	1.25871	0.04337	0.54419	170.70685	0.00319
40	3.13077	1.26972	-0.12607	-0.23253	170.70656	0.00136
41	3.08462	1.28270	-0.14643	-0.27621	170.70511	0.00162
42	3.05769	1.22101	-0.09749	0.03869	170.70573	0.00023
43	3.00000	1.19845	-0.01971	0.11825	170.70525	0.00069
44	2.90769	1.26091	0.13069	1.23633	170.70555	0.00724
45	2.91154	1.28214	0.01101	0.35923	170.70526	0.00210
46	3.07692	1.29218	-0.08857	0.12795	170.70457	0.00075
47	3.09231	1.25785	-0.08492	0.07511	170.70584	0.00044
48	2.76923	1.24298	-0.03355	0.59858	170.70575	0.00351
49	2.84231	1.32766	-0.08204	-0.29354	170.70593	0.00172
50	2.39231	1.30928	-0.10879	-0.17138	170.70634	0.00100
51	2.20385	1.24924	-0.11141	0.11344	170.70514	0.00066
52	2.18077	1.32470	-0.13458	0.14264	170.70557	0.00084
53	102.41154	10.73640	-0.21124	-0.05280	170.70602	0.00031
54	3.21154	1.20707	0.07729	0.46780	33.59531	0.01392
55	3.00385	1.10980	-0.00976	0.48951	33.59612	0.01457
56	2.80385	1.25664	-0.11431	-0.19912	33.59414	-0.00593
57	2.57692	1.05598	-0.05668	0.27121	33.59675	0.00807
58	2.53462	1.14691	0.00353	-0.13386	33.59650	0.00398
59	2.63462	1.17616	0.04851	1.28902	33.59510	0.03837
60	2.80769	1.25815	-0.10197	0.33851	33.59502	0.01008
61	2.60769	1.16245	-0.02248	0.32383	33.59583	0.00964
62	2.68077	1.24972	0.03822	1.15232	33.59373	0.03430
63	2.92308	1.23629	0.01820	0.48301	33.59513	0.01438
64	3.01538	1.20157	0.06119	0.93496	33.59431	0.02783
65	2.81538	1.21944	0.01631	0.58290	33.59477	0.01735
66	2.56538	1.29729	-0.03758	-0.06372	33.59501	-0.00190
67	2.45385	1.24032	0.00851	1.13129	33.59697	0.03367
68	2.49615	1.26277	-0.06424	0.25894	33.59421	0.00771
69	40.78077	6.54236	-0.02598	-0.45127	33.59288	0.01343
DEPENDENT						
4	9.96154	6.04667				

INTERCEPT	1.70949
MULTIPLE CORRELATION	0.36960
STD. ERROR OF ESTIMATE	0.26959

personality attributes nor organizational characteristics are related to employees career orientation - a QWL facet.

In view of the above findings shown in Table 3.7 and Table 3.8 it can be said without any reservation that all the proposed null hypotheses (pp. 40-46) pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet viz. Career Orientation are rendered to be accepted.

Table 3.9. Analysis of Variance for the Regression Showing the influence of IV's on AM - a facet of QWL

Sources of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1808.65552	35.46383	1.01372
Deviation from Regression	208	7276.64844	34.98389	
Total	259	9085.30371		

The fifth dimension of QWL i.e. "Advancement on Merit" is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value given in Table 3.9, i.e. F = 1.01372 is found highly insignificant even at .05 level of confidence. The reliability of the findings were further verified by assessing the influence of each independent variable through statistical t and these again found to be very low and insignificant even at .05 level.

Table 3.10. Showing Multiple Regression Analyses - Advancement on Merit dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	0.00422	0.61279	161.04335	0.00381
20	3.72692	1.12468	-0.07898	-0.91283	161.04407	0.00567
21	3.65000	1.21628	-0.01160	-0.29721	161.04419	0.00185
22	3.29231	1.17205	-0.05514	-0.78341	161.04298	0.00486
23	3.51154	1.21599	-0.02720	-0.16767	161.04146	0.00104
24	3.05000	1.23080	0.00777	0.18797	161.04347	0.00117
25	2.85769	1.18507	0.07041	-0.01098	161.04414	0.00007
26	2.64231	1.29706	-0.08217	-0.83610	161.04370	0.00519
27	3.58846	1.26882	0.02345	0.32251	161.04340	0.00200
28	2.86538	1.20214	-0.01094	-0.47512	161.04268	0.00295
29	3.19615	1.21604	-0.05153	-0.60168	161.04422	0.00374
30	2.73077	1.21629	0.14506	0.97723	161.04344	0.00607
31	2.73846	1.27980	0.09703	0.06440	161.04317	0.00040
32	2.54231	1.35927	-0.03999	-0.95209	161.04408	0.00591
33	2.93077	1.27760	0.00278	-0.09733	161.04230	0.00060
34	3.02308	1.33249	0.10739	0.69776	161.04202	0.00433
35	3.19615	1.23494	-0.04863	-0.54797	161.04359	0.00340
36	3.25000	1.23768	-0.01541	0.03505	161.04393	0.00022
37	3.08462	1.18246	-0.07375	-0.72637	161.04393	0.00451
38	3.02308	1.22689	0.02790	-0.32646	161.04309	0.00203
39	2.95000	1.25871	0.06891	0.37565	161.04446	0.00233
40	3.13077	1.26972	0.06585	0.35759	161.04419	0.00222
41	3.08462	1.28670	-0.08120	-0.74175	161.04282	0.00461
42	3.05769	1.22101	-0.01933	-0.12079	161.04341	0.00075
43	3.00000	1.19845	-0.06201	-0.49950	161.04295	0.00310
44	2.90769	1.26091	-0.02123	-0.16857	161.04324	0.00105
45	2.81154	1.28214	-0.02443	-0.26728	161.04297	0.00166
46	3.07692	1.29218	-0.03209	-0.48006	161.04233	0.00298
47	3.69231	1.25795	0.12649	0.70583	161.04352	0.00438
48	2.76923	1.24298	0.03558	-0.13494	161.04344	0.00084
49	2.84231	1.32766	-0.00869	-0.14703	161.04361	-0.00091
50	2.39231	1.39928	-0.06086	-0.69246	161.04401	-0.00430
51	2.20385	1.24924	0.01081	0.37850	161.04285	0.00235
52	2.18077	1.32470	0.03799	0.00546	161.04326	0.00003
53	102.41154	10.73640	0.01144	0.17131	161.04369	0.00106
54	3.21154	1.20707	-0.02400	-0.43335	31.69374	-0.01367
55	3.00385	1.10980	0.00406	-0.00725	31.69451	-0.00023
56	2.80385	1.25664	-0.00513	-0.12039	31.69264	0.00380
57	2.52692	1.05598	0.01539	-0.12521	31.69510	0.00395
58	2.53462	1.14691	-0.01832	-0.20818	31.69487	0.00657
59	2.63462	1.17616	-0.03011	0.13339	31.69354	0.00421
60	2.60769	1.25815	-0.03665	-0.08102	31.69346	0.00256
61	2.60769	1.16245	0.01976	-0.11910	31.69424	0.00376
62	2.68077	1.24972	-0.00224	-0.01157	31.69226	0.00037
63	2.82308	1.23629	0.05891	0.52705	31.69357	0.01663
64	3.01538	1.20157	-0.02730	-0.04648	31.69279	-0.00147
65	2.81538	1.21944	0.03522	0.06062	31.69324	0.00191
66	2.56538	1.29729	-0.01049	-0.44933	31.69345	0.01418
67	2.45385	1.24032	-0.00501	0.07432	31.69530	0.00234
68	2.49615	1.26277	0.00236	0.22143	31.69270	0.00699
69	40.78077	6.54256	-0.00472	0.03591	31.69145	0.00113
DEPENDENT						
S	20.08077	5.92270				

INTERCEPT	18.44145
MULTIPLE CORRELATION	0.44618
STD. ERROR OF ESTIMATE	5.91472

Since, F value found to be insignificant (Table 3.9) then it is necessary that all IV's must have insignificant influence on "Advancement on Merit" - a facet of QWL as is evident from Table 3.10 that t values ranging from minimum t= .00003 to maximum t = .01663 are found to be statistically insignificant even at .05 level of confidence.

The above findings reveal that organizational characteristics and personality attributes do not have any influence on "advancement on merit", a QWL facet, hence, all the null hypotheses pertaining to the influence of IV's on DV i.e., "Advancement on merit" - a QWL facet stand accepted.

Table 3.11. Analysis of Variance for the Regression Showing the Influence of IV's on EPL - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	435.98874	8.54880	0.95195
Deviation from Regression	208	1867.90088	8.98029	
Total	259	2303.88965		

It is evident from Table 3.11 that the sixth facet of QWL i.e. "Effect on personal life" is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = .95195 is highly insignificant at even .05 level of confidence. The findings were further verified

Table 3.12. Showing Multiple Regression Analyses - Effect on personal life dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION R VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	0.02255	0.23246	81.59321	0.00285
20	3.72692	1.12468	-0.01236	0.20006	81.59357	0.00245
21	3.65000	1.21628	0.00314	0.22749	81.59363	0.00279
22	3.29231	1.17205	-0.00158	0.16588	81.59303	0.00203
23	3.51154	1.21599	-0.03194	0.33054	81.59225	0.00405
24	3.05000	1.23080	-0.07662	-0.00532	81.59327	0.00007
25	2.85769	1.18507	-0.02198	0.14071	81.59361	0.00172
26	2.64231	1.29706	-0.06126	0.03312	81.59339	0.00041
27	3.58846	1.26882	0.03092	0.45968	81.59323	0.00563
28	2.86538	1.20214	-0.00623	0.22411	81.59286	0.00275
29	3.19615	1.21604	0.06966	0.53472	81.59364	0.00655
30	2.73077	1.21629	0.08666	0.48073	81.59325	0.00589
31	2.73846	1.27980	0.01695	0.19003	81.59312	0.00233
32	2.54231	1.35927	0.07554	0.40498	81.59358	0.00496
33	2.93077	1.27760	0.05677	0.18124	81.59267	0.00222
34	3.02308	1.33249	0.05537	0.45902	81.59253	0.00563
35	3.19615	1.23494	-0.01841	0.25767	81.59333	0.00316
36	3.25000	1.23768	-0.05151	0.01118	81.59350	0.00014
37	3.08462	1.18246	0.05215	0.52773	81.59350	0.00647
38	3.02308	1.22689	0.00105	-0.04511	81.59307	0.00055
39	2.95000	1.25871	-0.05569	0.02198	81.59377	0.00027
40	3.13077	1.26972	-0.01364	0.23455	81.59364	0.00287
41	3.08462	1.28270	0.02688	0.42518	81.59294	0.00521
42	3.05769	1.22101	-0.03024	0.08587	81.59324	0.00105
43	3.00000	1.19345	0.00432	0.15615	81.59301	0.00191
44	2.90769	1.26091	-0.02769	0.24370	81.59315	0.00299
45	2.51154	1.28214	-0.07280	0.09541	81.59302	0.00117
46	3.07692	1.29218	-0.07583	-0.07551	81.59269	0.00093
47	3.09231	1.25785	0.08024	0.63562	81.59329	0.00779
48	2.76923	1.24298	-0.06241	-0.01054	81.59325	0.00013
49	2.84231	1.32766	0.03727	0.26435	81.59334	0.00324
50	2.39231	1.30928	-0.08516	0.07786	81.59354	0.00095
51	2.20385	1.24924	-0.14947	-0.14572	81.59296	0.00179
52	2.18077	1.32470	-0.10185	0.04287	81.59316	0.00053
53	102.41154	10.73640	-0.04031	-0.20726	81.59338	0.00254
54	3.21154	1.20707	0.00547	0.16453	16.05775	0.01025
55	3.00385	1.10980	-0.08263	0.00426	16.05814	0.00027
56	2.80385	1.25664	-0.03856	0.00398	16.05719	0.00025
57	2.52692	1.05598	0.04004	0.24763	16.05844	0.01542
58	2.53462	1.14691	-0.00904	-0.07365	16.05832	0.00459
59	2.63462	1.17616	0.05975	0.38291	16.05765	0.02385
60	2.60769	1.25815	-0.06366	0.09412	16.05761	0.00586
61	2.60769	1.16245	-0.08336	-0.15331	16.05800	0.00955
62	2.68077	1.24972	-0.04633	0.31165	16.05700	0.01941
63	2.32308	1.23629	-0.05823	-0.16064	16.05766	0.01000
64	3.01538	1.20157	0.06967	0.36436	16.05727	0.02269
65	2.81538	1.21944	0.12427	0.36223	16.05750	0.02256
66	2.56538	1.29729	0.02127	0.07893	16.05761	0.00492
67	2.45385	1.24032	0.08612	0.46312	16.05854	0.02884
68	2.49615	1.26277	0.00137	0.09615	16.05722	0.00599
69	40.78077	6.54256	0.00506	-0.12749	16.05659	0.00794
DEPENDENT						
6	8.83462	2.98250				

INTERCEPT	7.27928
MULTIPLE CORRELATION	0.43592
STD. ERROR OF ESTIMATE	2.99671

when the influence of each independent variable was seen on dependent variable viz., "Effect on personal life" - a QWL facet wherein t-values again found to be very low even at .05 level of confidence. It is also evident from Table 3.12 that all the obtained statistical t-values ranging from as low as t = .0007 to as high as t = .02884 have no influence on DV, i.e., "Effect on personal life" - a QWL facet. It is therefore, clear from the findings given in Table 3.11 and Table 3.12 that all the null hypotheses predicting to influence of personality attributes and organizational characteristics on perceived QWL - facet namely, "Effect on personal life" are rendered to be accepted.

Table 3.13. Analysis of Variance for the Regression Showing the Influence of IVs on UMR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	811.44983	15.91078	0.66870
Deviation from Regression	208	4949.08643	23.79368	
Total	259	5760.53613		

"Union management relation" - facet of QWL is found to be insignificantly influenced by either of the IV's (personality attributes and organizational characteristics) as F = 0.66870 is insignificant at .05 level of confidence (Table 3.13).

Table 3.14. Showing Multiple Regression analyses - Union Management relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.10894	-1.24252	132.81270	0.00936
20	3.72692	1.12468	0.00910	-0.54054	132.81329	0.00407
21	3.65000	1.21628	-0.00091	-0.62100	132.81339	0.00468
22	3.29231	1.17205	-0.01522	-0.70731	132.81241	0.00533
23	3.51154	1.21599	0.01086	-0.37875	132.81114	0.00285
24	3.05000	1.23080	-0.00196	-0.70348	132.81281	0.00530
25	2.85769	1.18507	0.03035	-0.54409	132.81335	0.00410
26	2.64231	1.29706	-0.05203	-0.78117	132.81299	0.00588
27	3.58846	1.26882	-0.01357	-0.69692	132.81273	0.00525
28	2.86538	1.20214	0.05858	-0.24519	132.81215	0.00185
29	3.19615	1.21604	-0.01841	-0.80292	132.81342	0.00605
30	2.73077	1.21629	0.01416	-0.43924	132.81277	-0.00331
31	2.73846	1.27980	-0.00184	-0.50381	132.81255	-0.00379
32	2.54231	1.35927	-0.07019	-0.73186	132.81331	-0.00551
33	2.93077	1.27760	-0.07995	-0.73539	132.81183	0.00554
34	3.02308	1.33249	-0.07480	-0.84335	132.81160	0.00635
35	3.19615	1.23494	0.07999	-0.02983	132.81291	0.00022
36	3.25000	1.23768	0.00083	-0.61026	132.81317	0.00459
37	3.08462	1.18246	-0.05821	-0.77898	132.81319	-0.00587
38	3.02308	1.22689	-0.05788	-0.88591	132.81248	0.00667
39	2.95000	1.25871	0.03444	-0.39516	132.81363	-0.00298
40	3.13077	1.26972	-0.00810	-0.84152	132.81340	-0.00634
41	3.08462	1.28270	0.03570	-0.34469	132.81227	0.00260
42	3.05769	1.22101	0.03831	-0.31684	132.81276	0.00239
43	3.00000	1.19845	0.00812	-0.13834	132.81238	0.00104
44	2.90769	1.26091	-0.01235	-0.73051	132.81262	0.00550
45	2.81154	1.28214	0.03603	-0.21552	132.81239	-0.00162
46	3.07692	1.29218	0.04172	-0.52750	132.81186	0.00397
47	3.09231	1.25785	0.03516	-0.51260	132.81285	0.00386
48	2.76923	1.24298	-0.05436	-0.71141	132.81277	0.00536
49	2.84231	1.32766	0.01095	-0.29139	132.81291	0.00219
50	2.39231	1.30928	-0.01491	-0.63317	132.81323	0.00477
51	2.20385	1.24924	0.03063	-0.26544	132.81229	0.00200
52	2.18077	1.32470	0.10042	-0.09735	132.81264	0.00073
53	102.41154	10.73640	0.00381	0.49417	132.81297	0.00372
54	3.21154	1.20707	0.03583	-0.04579	26.13787	-0.00175
55	3.00385	1.10980	0.07933	0.42952	26.13851	0.01643
56	2.80385	1.25664	-0.01150	-0.29137	26.13697	0.01115
57	2.52692	1.05598	0.05450	0.34346	26.13900	0.01314
58	2.53462	1.14671	0.04310	0.26603	26.13881	0.01018
59	2.63462	1.17615	-0.04909	-0.14488	26.13771	0.00554
60	2.60769	1.25815	0.02712	-0.21963	26.13765	-0.00840
61	2.60769	1.16245	0.11669	0.53387	26.13829	0.02042
62	2.68077	1.24972	0.06550	-0.00921	26.13665	0.00035
63	2.82308	1.23629	0.07619	0.32783	26.13774	0.01254
64	3.01538	1.20157	-0.00125	-0.46570	26.13710	0.01782
65	2.81538	1.21944	-0.01412	0.27004	26.13746	0.01033
66	2.56538	1.29729	-0.03993	-0.43844	26.13764	0.01677
67	2.45385	1.24032	-0.00397	0.24693	26.13917	0.00945
68	2.49615	1.26277	0.01813	-0.11306	26.13702	0.00433
69	40.78077	6.54256	0.07021	0.03660	26.13599	0.00140
DEPENDENT						
7	6.45769	4.71608				

INTERCEPT	10.65315
MULTIPLE CORRELATION	0.37532
STD. ERROR OF ESTIMATE	4.97788

The findings were further clarified from the Table 3.14 where all the obtained t values ranging from t = .00022 to t = .02042 are again insignificant even at .05 level of confidence.

Since both F value and t-values are insignificant at .05 level. Therefore, all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL-facet i.e., "union management relation" are rendered to be accepted.

Table 3.15. Analysis of Variance for the Regression Showing the Influence of IV's on SR - a facet of QWL

Sources of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	995.66193	19.52278	1.15924
Deviation from Regression	208	3502.94165	16.84107	
Total	259	4498.60352		

It can be witnessed from Table 3.15 that the "Self respect" - a QWL-facet is also found to be insignificantly influenced by the factors related to personality attributes and organizational characteristics as obtained statistical value F = 1.15924 is found highly insignificant at even .05 level of confidence. The findings were further verified by calculating t's given in Table 3.16 again show insignificant influence of personality attributes and organizational

Table 3.16. Showing Multiple Regression Analyses - Self respect dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.98959	-0.02906	-0.03594	111.73611	0.00569
20	3.72692	1.12468	-0.02776	-0.24608	111.73661	0.00220
21	3.65000	1.21628	0.00099	0.15393	111.73669	0.00138
22	3.29231	1.17205	-0.02514	-0.28475	111.73586	0.00255
23	3.51154	1.21599	-0.04640	-0.52214	111.73480	0.00467
24	3.05000	1.23080	0.01438	-0.05952	111.73620	0.00053
25	2.85769	1.19507	0.02978	-0.17859	111.73666	0.00160
26	2.64231	1.29706	0.07564	-0.14434	111.73636	0.00129
27	3.58846	1.26882	-0.02986	-0.43624	111.73615	0.00390
28	2.86538	1.20214	0.00039	-0.19636	111.73565	0.00176
29	3.19615	1.21604	-0.07641	-0.43510	111.73672	0.00389
30	2.73077	1.21629	0.11197	0.32793	111.73617	0.00293
31	2.73846	1.27980	-0.03590	-0.57242	111.73598	0.00512
32	2.54231	1.35927	-0.01997	-0.28744	111.73662	0.00257
33	2.93077	1.27760	-0.03814	-0.51607	111.73538	0.00462
34	3.02308	1.33249	-0.04853	-0.72084	111.73518	0.00645
35	3.19615	1.23494	0.07254	0.15819	111.73628	0.00142
36	3.25000	1.23768	0.06849	-0.06577	111.73651	0.00059
37	3.08462	1.18246	0.04105	-0.12391	111.73652	0.00111
38	3.02308	1.22689	-0.00891	-0.25875	111.73593	0.00232
39	2.95000	1.25871	-0.04791	-0.23281	111.73689	0.00208
40	3.13077	1.26972	-0.00525	-0.28849	111.73670	0.00258
41	3.08462	1.28270	-0.09360	-0.67267	111.73575	0.00602
42	3.05769	1.22101	-0.09067	-0.57332	111.73616	0.00513
43	3.00000	1.19845	-0.04097	-0.31243	111.73584	0.00280
44	2.90769	1.26091	0.10448	0.12911	111.73605	0.00116
45	2.81154	1.28214	-0.00889	-0.62217	111.73586	0.00557
46	3.07692	1.29218	0.01075	-0.14488	111.73540	0.00130
47	3.09231	1.25785	-0.04655	-0.46593	111.73623	0.00417
48	2.76923	1.24298	0.11776	0.33398	111.73617	0.00299
49	2.84231	1.32766	-0.03956	-0.49048	111.73630	0.00439
50	2.39231	1.30928	-0.01458	-0.11191	111.73656	0.00100
51	2.20385	1.24924	-0.07334	-0.40398	111.73577	0.00362
52	2.18077	1.32470	-0.06301	-0.63905	111.73605	0.00572
53	102.41154	10.73640	-0.03081	0.29113	111.73634	0.00261
54	3.21154	1.26707	-0.04490	-0.26173	21.98995	0.01190
55	3.00385	1.10980	0.06904	0.53038	21.99049	0.02412
56	2.80385	1.25664	0.05994	0.01781	21.98919	0.00081
57	2.52692	1.05598	0.00518	0.22547	21.99089	0.01025
58	2.53462	1.14691	-0.02561	-0.01907	21.99074	0.00087
59	2.63462	1.17616	0.00276	0.14923	21.98981	0.00679
60	2.60769	1.25815	0.01222	0.20137	21.98976	0.00916
61	2.60769	1.16245	0.02757	0.11423	21.99030	0.00519
62	2.68077	1.24972	0.03403	0.21961	21.98892	0.00994
63	2.82308	1.23629	-0.02263	-0.08477	21.98983	0.00385
64	3.01538	1.20157	-0.03331	0.19180	21.98930	0.00872
65	2.81538	1.21944	-0.10758	-0.06675	21.98960	0.00304
66	2.56538	1.29729	-0.07577	-0.38039	21.98975	0.01730
67	2.45385	1.24032	0.09830	0.93109	21.99104	0.04234
68	2.49615	1.26277	-0.12523	-0.76386	21.98923	0.03474
69	40.78077	6.54256	-0.02661	-0.13188	21.98836	0.00600
DEPENDENT						
8	12.30000	4.16763				

INTERCEPT	14.05626
MULTIPLE CORRELATION	0.47045
STD. ERROR OF ESTIMATE	4.10379

characteristics on "Self Respect" dimension of QWL. Hence, all the proposed null-hypotheses predetermining no influence of IV's on DV stand accepted.

Table 3.17. Analysis of Variance for the Regression Showing the Influence of IV's on SR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	13645.67285	267.56223	1.30264
Deviation from Regression	208	32723.10156	205.39952	
Total	259	56368.77344		

The other facet of QWL - "Supervisory relationship" is also found to be significantly unchanged by both IV's viz., 'personality attributes and organizational characteristics' as obtained statistical value F = 1.30264 is obtained highly insignificant even at .05 level of confidence which is witnessed from Table 3.17.

The finding is further confirmed when all IV's were independently found to have no effect on employees perception towards Supervisory relations - a facet of QWL as obtained statistical values ranging from t = .00112 to t = .04248 are also insignificant and consequent to this fact all null-hypotheses are found accepted.

Table 3.18. Showing Multiple Regression Analyses - Supervisory Relationship dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.89959	0.01364	-1.02028	390.21906	0.00261
20	3.72692	1.12468	-0.03171	-2.35699	390.22083	0.00604
21	3.65000	1.21628	-0.06436	-3.07970	390.22107	0.00789
22	3.29231	1.17205	-0.03367	-2.91322	390.21820	0.00747
23	3.51154	1.21599	-0.02381	-2.78425	390.21448	0.00714
24	3.35000	1.23080	0.00906	-2.11866	390.21936	0.00543
25	2.85769	1.18507	0.05382	-1.30080	390.22098	0.00333
26	2.64231	1.29706	0.02226	-2.55468	390.21994	0.00655
27	3.58846	1.26882	-0.03564	-2.63426	390.21918	0.00675
28	2.96538	1.20214	-0.09269	-3.23578	390.21744	0.00829
29	3.19615	1.21604	0.09522	-1.22028	390.22116	0.00313
30	2.73077	1.21629	-0.00139	-2.49928	390.21927	0.00640
31	2.73946	1.27980	0.09343	-1.62102	390.21863	0.00415
32	2.54231	1.35927	-0.02451	-2.96771	390.22083	0.00761
33	2.93077	1.27760	0.05546	-1.58999	390.21649	0.00407
34	3.02308	1.33249	-0.02156	-1.65423	390.21582	-0.00424
35	3.19615	1.23494	0.00517	-1.65658	390.21964	0.00425
36	3.25000	1.23768	-0.04409	-3.72487	390.22046	0.00955
37	3.08462	1.18246	0.04193	-1.53516	390.22046	-0.00393
38	3.02308	1.22689	-0.07215	-3.86321	390.21841	0.00990
39	2.95000	1.25871	0.01345	-2.12890	390.22177	0.00546
40	3.13077	1.26972	0.08099	-1.23677	390.22110	0.00317
41	3.08462	1.28270	0.03539	-2.39234	390.21777	0.00613
42	3.05769	1.22101	0.01305	-2.32443	390.21924	-0.00596
43	3.00000	1.19845	-0.11902	-4.55604	390.21811	-0.01168
44	2.90769	1.26091	0.06247	-0.55986	390.21881	0.00143
45	2.81154	1.28214	-0.04099	-3.29232	390.21814	-0.00844
46	3.07692	1.29218	0.12412	-1.17067	390.21658	0.00300
47	3.09231	1.25785	0.05651	-1.99293	390.21948	0.00511
48	2.76923	1.24298	-0.07970	-3.01356	390.21927	0.00772
49	2.84231	1.32766	0.01627	-2.33046	390.21970	0.00590
50	2.39231	1.30928	0.20365	-0.84728	390.22064	0.00217
51	2.20385	1.24924	0.22835	-0.43823	390.21783	0.00112
52	2.18077	1.32479	0.10199	-1.68571	390.21884	0.00432
53	102.41154	10.73640	0.08241	2.36169	390.21988	0.00605
54	3.21154	1.20707	-0.06362	-2.39977	76.79610	0.03125
55	3.00385	1.10980	-0.03071	-2.18901	76.79797	0.02850
56	2.80385	1.25664	0.09718	-0.25365	76.79343	-0.00330
57	2.52692	1.05598	0.08886	-0.88509	76.79939	-0.01152
58	2.53462	1.14691	0.04934	-1.39354	76.79884	0.01815
59	2.63462	1.17616	-0.00251	-1.33438	76.79562	0.01738
60	2.60769	1.25815	0.01356	-2.18710	76.79543	-0.02848
61	2.60769	1.16245	0.04462	-0.82107	76.79730	0.01069
62	2.68077	1.24972	0.07188	-1.20036	76.79250	0.01563
63	2.82308	1.23629	0.02658	-0.59432	76.79569	0.00774
64	3.01538	1.20157	-0.04810	-3.25154	76.79382	0.04234
65	2.81538	1.21944	0.03605	-0.43270	76.79488	0.00563
66	2.56538	1.29729	-0.04974	-2.04339	76.79541	0.02661
67	2.45385	1.24032	-0.06425	-3.26248	76.79990	0.04248
68	2.49615	1.26277	-0.06483	-1.73131	76.79359	0.02254
69	40.78077	6.54256	0.01687	1.89484	76.79056	0.02468
DEPENDENT						
9	54.20769	14.75263				

INTERCEPT	26.51456
MULTIPLE CORRELATION	0.49201
STD. ERROR OF ESTIMATE	14.33177

Table 3.19. Analysis of Variance for the Regression Showing the influence of IVs on IGR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	6315.28027	123.82903	0.85559
Deviation from Regression	208	30103.60742	144.72888	
Total	259	36418.88672		

It is evident from Table 3.19 that one another facet of QWL i.e. "Intra-Group relations" is also found to be insignificantly influenced by both IV's viz., personality attributes and organizational characteristics as statistical value F = 0.85559 is found highly insignificant.

The reliability of the finding were further verified by calculating t's which are given in Table 3.20 and all the obtained statistical t values ranging from lowest t = .01693 to highest t = .07792 were found insignificant even at .05 level of confidence which shows that IV's have no influence on DV i.e., "Intra-Group relation" - a QWL aspect. Having observed the trend of results given in Table 3.19 and Table 3.20, the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet - 'Intra Group relation' are found to be accepted.

Table 3.20. Showing Multiple Regression Analyses - Intra-group relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.09130	-7.86249	327.55661	0.02400
20	3.72692	1.12468	-0.06134	-8.15472	327.55807	0.02490
21	3.55000	1.21628	0.06632	-5.84585	327.55832	0.01785
22	3.29231	1.17205	0.01013	-7.16320	327.55588	0.02187
23	3.51154	1.21599	-0.02971	-7.32335	327.55276	0.02236
24	3.05000	1.23080	-0.00642	-6.90594	327.55685	0.02108
25	2.85769	1.18507	0.03346	-6.38094	327.55823	0.01948
26	2.64231	1.29706	-0.03748	-7.48164	327.55734	0.02284
27	3.58846	1.26882	0.03938	-6.47084	327.55670	0.01975
28	2.86538	1.20214	-0.11787	-8.53481	327.55524	0.02606
29	3.19615	1.21604	0.04859	-5.56134	327.55838	0.01698
30	2.73077	1.21629	-0.11547	-7.81664	327.55679	0.02386
31	2.73346	1.27980	-0.00415	-6.93105	327.55624	0.02116
32	2.54231	1.35927	0.08149	-5.63981	327.55811	0.01722
33	2.93077	1.27760	0.02514	-7.09710	327.55447	0.02167
34	3.02308	1.33249	0.00369	-7.07414	327.55389	-0.02160
35	3.19615	1.23494	0.12352	-4.96047	327.55710	0.01514
36	3.25000	1.23768	0.01467	-7.66283	327.55777	0.02339
37	3.08462	1.18246	-0.01778	-7.17845	327.55780	0.02192
38	3.02308	1.22689	-0.00634	-6.96569	327.55606	0.02127
39	2.95000	1.25871	-0.00071	-6.45837	327.55887	-0.01972
40	3.13077	1.26972	0.04612	-6.24738	327.55832	0.01907
41	3.08462	1.28270	0.02854	-6.90636	327.55554	0.02108
42	3.05769	1.22101	0.00074	-6.47760	327.55676	0.01978
43	3.00000	1.19845	-0.08993	-8.14553	327.55582	0.02487
44	2.90769	1.26091	-0.00373	-6.00628	327.55640	-0.01834
45	2.81154	1.28214	0.01792	-6.68359	327.55585	0.02040
46	3.07692	1.29218	-0.00721	-7.85043	327.55453	-0.02397
47	3.09231	1.25785	0.01798	-7.00601	327.55695	0.02139
48	2.76923	1.24298	-0.00161	-6.95006	327.55679	0.02122
49	2.84231	1.32766	-0.11509	-8.32099	327.55716	0.02540
50	2.39231	1.30928	0.06191	-5.54558	327.55792	-0.01693
51	2.20385	1.24924	0.09397	-7.17477	327.55560	-0.02190
52	2.18077	1.32470	0.04385	-6.38143	327.55643	0.01948
53	102.41154	10.73640	0.01154	6.83392	327.55728	0.02086
54	3.21154	1.20707	-0.03573	-4.08568	64.46397	-0.06343
55	3.00385	1.10980	0.04915	-3.49620	64.46555	-0.05423
56	2.80385	1.25664	0.03641	-2.96441	64.46173	0.04599
57	2,52692	1.05598	-0.07859	-5.02320	64.46674	0.07792
58	2.53462	1.14691	-0.01528	-3.93965	64.46627	0.06111
59	2.63462	1.17616	0.05472	-2.89956	64.46356	0.04498
60	2.60769	1.25815	0.01295	-3.75641	64.46342	0.05827
61	2.50769	1.16245	-0.00223	-4.32405	64.46499	0.06708
62	2.68077	1.24972	0.04401	-3.02658	64.46095	-0.04695
63	2.82308	1.23629	0.04191	-3.30180	64.46362	0.05122
64	3.01538	1.20157	0.05530	-3.33639	64.46205	0.05176
65	2.81538	1.21944	-0.02615	-4.20569	64.46295	0.06524
66	2.56538	1.29729	-0.03907	-3.52536	64.46339	0.05469
67	2.45385	1.24632	-0.04561	-4.12726	64.46716	0.06402
68	2.69615	1.26277	0.02758	-3.10305	64.46186	0.04814
69	40.78077	5.54256	0.01585	3.73818	64.45932	0.05799
DEPENDENT						
10	39.48077	11.85605				

INTERCEPT	46.77131
MULTIPLE CORRELATION	0.41642
STD. ERROR OF ESTIMATE	12.03032

Table 3.21. Analysis of Variance for the Regression Showing the influence of IV's on Apathy - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	366.02222	7.17691	0.76800
Deviation from Regression	208	1943.73950	9.34490	
Total	259	2309.76172		

It has been witnessed from Table 3.21 that QWL aspect, i.e. Apathy is also found to have insignificant influence on both IV's (personality attributes and organizational characteristics) obtained statistical value F = 0.76800 is highly insignificant at .05 level of confidence.

The findings were further verified from Table 3.22 in which influence of each independent variable was seen on dependent variable viz., Apathy; as all the obtained statistical t value ranging from lowest t = 0.00578 to highest t = .05202 were found insignificant even at .05 level of confidence which shows that IV's (personality attributes and organizational characteristics) have no influence on DV-Apathy - a QWL aspect.

In view of the above findings from Table 3.21 and Table 3.22, it is found that all the null hypotheses pertaining to the influence of IV's on DV-Apathy (QWL dimension) are rendered to be accepted.

Table 3.22. Showing Multiple Regression Analyses - Apathy dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS. Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	0.03149	0.98348	83.23311	0.01182
20	3.72692	1.12468	0.05144	1.24464	83.23348	0.01495
21	3.65000	1.21628	-0.06362	0.65218	83.23354	0.00784
22	3.29231	1.17205	0.05132	1.13463	83.23293	0.01363
23	3.51154	1.21599	-0.05299	0.67152	83.23213	0.00807
24	3.05000	1.23080	-0.01203	0.90039	83.23318	0.01082
25	2.85769	1.18507	0.03505	0.98435	83.23352	0.01183
26	2.64231	1.29706	0.03925	1.01628	83.23329	0.01221
27	3.58846	1.26882	-0.06121	0.86422	83.23313	0.01038
28	2.86538	1.20214	-0.10013	0.83452	83.23277	0.01003
29	3.19615	1.21604	0.02585	0.98806	83.23356	0.01187
30	2.73077	1.21629	0.02106	0.94949	83.23315	0.01141
31	2.73846	1.27980	-0.03275	0.76565	83.23302	0.00920
32	2.54231	1.35427	-0.03209	0.69514	83.23349	0.00835
33	2.93077	1.27760	0.07287	1.05002	83.23257	0.01262
34	3.02308	1.33249	0.03137	0.81416	83.23242	0.00978
35	3.19615	1.23494	-0.08448	0.72734	83.23324	0.00874
36	3.25000	1.23768	-0.12666	0.48068	83.23341	0.00578
37	3.08462	1.18246	0.00169	1.02598	83.23341	0.01233
38	3.02308	1.22689	-0.06393	0.77015	83.23297	0.00925
39	2.95000	1.25871	-0.11458	0.71360	83.23369	0.00857
40	3.13077	1.26972	-0.09754	0.72580	83.23354	0.00872
41	3.08462	1.28270	-0.06093	0.82758	83.23283	0.00994
42	3.05769	1.22101	-0.02613	0.89805	83.23315	0.01079
43	3.00000	1.19845	0.02373	0.75922	83.23291	0.00912
44	2.90769	1.26091	0.07042	1.08242	83.23306	0.01300
45	2.81154	1.28214	0.02366	0.84614	83.23292	0.01017
46	3.07692	1.29218	0.00577	1.09233	83.23258	0.01312
47	3.09231	1.25785	-0.04489	0.86248	83.23320	0.01036
48	2.76923	1.24298	0.02776	1.07926	83.23315	0.01297
49	2.84231	1.32766	-0.03255	0.80834	83.23325	0.00971
50	2.39231	1.30928	-0.00432	0.84642	83.23344	0.01017
51	2.20385	1.24924	-0.04441	0.73769	83.23285	0.00886
52	2.18077	1.32470	-0.06563	0.85418	83.23306	0.01026
53	102.41154	10.73640	-0.07297	-0.94744	83.23328	0.01138
54	3.21154	1.20707	0.00628	0.48683	16.38049	0.02972
55	3.00385	1.10980	0.04996	0.85206	16.38089	0.05202
56	2.80385	1.25664	0.01100	0.54189	16.37992	0.03308
57	2.52692	1.05598	0.01312	0.56684	16.38119	0.03460
58	2.53462	1.14691	0.02874	0.60581	16.38107	0.03698
59	2.69462	1.17616	0.01714	0.69055	16.38038	0.04216
60	2.60769	1.25815	-0.07052	0.58644	16.38034	0.03580
61	2.60769	1.16245	-0.11748	0.39074	16.38074	0.02385
62	2.68077	1.24972	-0.05663	0.52656	16.37972	0.03227
63	2.82308	1.23429	0.01792	0.62983	16.38040	0.03845
64	3.01538	1.20157	0.04148	0.66017	16.38000	0.04030
65	2.81538	1.21944	-0.01447	0.69354	16.38023	0.04234
66	2.56538	1.29729	-0.13591	0.23154	16.38034	0.01414
67	2.45385	1.24032	-0.04912	0.64307	16.38130	0.03926
68	2.49615	1.26177	-0.09767	0.43071	16.37995	0.02630
69	40.78077	6.54254	-0.06988	-0.59284	16.37930	0.03619

DEPENDENT

11	6.11154	2.95570

INTERCEPT	14.51763
MULTIPLE CORRELATION	0.39668
STD. ERROR OF ESTIMATE	2.65490

Table 3.23. Analysis of Variance for the Regression Showing the influence of IV's on CM - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1136.46301	22.28359	1.03210
Deviation from Regression	208	4490.74375	21.59060	
Total	259	5627.30664		

The twelfth-facet of QWL, i.e., 'Confidence in Management' is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained F = 1.03210 is insignificant even at .05 level of confidence which is given in Table 3.23. The finding is further confirmed when all IV's independently found to have their non-influence on employees perception with regard to 'confidence in Management' - a facet of QWL as t values given in Table 3.24 are as low as t = .00936 and as high as t = .06245 are very low and statistically insignificant, hence, all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet viz., "Confidence in Management" are found accepted.

Table 3.24. Showing Multiple Regression Analyses - Confidence in Management dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.15479	-2.48683	126.51472	0.01966
20	3.72692	1.12468	-0.08857	-1.95892	126.51529	0.01548
21	3.65000	1.21628	-0.04335	-2.00600	126.51538	0.01586
22	3.69231	1.17205	-0.00858	-1.50691	126.51444	0.01191
23	3.51154	1.21599	-0.08634	-2.14873	126.51324	0.01698
24	3.05000	1.23080	-0.00744	-2.07110	126.51482	0.01637
25	2.85769	1.18507	-0.05453	-1.94361	126.51534	0.01536
26	2.64231	1.29706	-0.11654	-2.31624	126.51500	-0.01831
27	3.58846	1.26882	0.08529	-1.45656	126.51476	0.01151
28	2.96538	1.20214	-0.07178	-2.14320	126.51420	0.01694
29	3.19615	1.21604	0.09801	-1.33261	126.51540	0.01053
30	2.73077	1.21629	-0.06289	-2.02096	126.51479	0.01597
31	2.73846	1.27980	0.02880	-1.69303	126.51458	0.01338
32	2.54231	1.35927	-0.00877	-1.88874	126.51530	0.01493
33	2.93077	1.27760	0.07032	-1.31115	126.51389	0.01036
34	3.02308	1.33249	0.00964	-1.76273	126.51367	0.01393
35	3.19615	1.23494	-0.08258	-2.11576	126.51492	0.01672
36	3.25000	1.23768	-0.04501	-1.55205	126.51517	0.01227
37	3.08462	1.19246	-0.04678	-1.96329	126.51518	0.01552
38	3.02308	1.22689	-0.00505	-2.01092	126.51452	0.01589
39	2.95000	1.25871	0.03096	-1.62013	126.51560	0.01281
40	3.13077	1.26972	0.05105	-1.54874	126.51539	-0.01224
41	3.08462	1.28270	0.01371	-1.85954	126.51431	0.01470
42	3.05769	1.22101	-0.05984	-1.99823	126.51478	0.01579
43	3.00000	1.19845	-0.02073	-1.70160	126.51442	0.01345
44	2.90769	1.26091	-0.05062	-2.02886	126.51464	0.01604
45	2.81154	1.28214	-0.04783	-1.70414	126.51443	0.01347
46	3.07692	1.29218	-0.13757	-2.43771	126.51392	0.01927
47	3.09231	1.25785	0.02506	-1.68639	126.51486	0.01333
48	2.76923	1.24298	-0.04675	-1.89700	126.51479	0.01499
49	2.84231	1.32766	0.01954	-1.74172	126.51493	0.01377
50	2.39231	1.30928	0.04793	-1.66881	126.51524	0.01319
51	2.20385	1.24924	0.04358	-1.63971	126.51433	0.01296
52	2.18077	1.32470	0.01451	-1.89080	126.51466	-0.01499
53	102.41154	10.73640	-0.07458	1.85871	126.51498	0.01469
54	3.21154	1.20707	0.03538	-0.69483	24.89842	0.02791
55	3.00385	1.10980	-0.05977	-0.73932	24.89902	0.02969
56	2.80385	1.25664	0.01260	-0.63844	24.89755	-0.02564
57	2.52692	1.05598	-0.04868	-1.12077	24.89949	0.04501
58	2.53462	1.14691	0.06773	-0.73524	24.89931	0.02953
59	2.53462	1.17618	0.06949	-0.31929	24.89926	0.01282
60	2.60769	1.25815	-0.11335	-1.55483	24.89820	0.06245
61	2.60769	1.16245	0.04221	-0.23299	24.89861	0.00936
62	2.68077	1.24972	0.01571	-0.52997	24.89725	0.02129
63	2.82308	1.23629	0.02929	-0.64364	24.89828	0.02606
64	3.01538	1.20157	0.05079	-0.80597	24.89768	0.03237
65	2.91536	1.21944	0.07396	-0.30236	24.89802	0.01214
66	2.56538	1.29729	-0.13975	-1.15440	24.89820	0.04637
67	2.45385	1.24032	-0.10921	-0.82575	24.89965	0.03316
68	2.49615	1.26277	-0.12698	-0.95797	24.89760	0.03848
69	40.78077	9.54256	-0.04120	0.83142	24.89662	0.03339
DEPENDENT						
12	13.05077	4.56123				

INTERCEPT	9.90045
MULTIPLE CORRELATION	0.44939
STD. ERROR OF ESTIMATE	4.04057

Table 3.25. Analysis of Variance for the Regression Showing the influence of IVs on MD - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	606.20782	11.88643	0.64780
Deviation from Regression	208	3816.57837	18.34893	
Total	259	4422.78613		

The thirteenth aspect of QWL, i.e., "Meaningful Development" like other QWL-facet is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = 0.64780 is highly insignificant even at .05 level of confidence (Table 3.25). The findings were further verified from Table 3.26 in which influence of each independent variable was seen on dependent variable viz., "meaningful development" and obtained statistical t-values ranging t = .01343 to t = .06664 were very low and found insignificant even at .05 level of confidence which shows IV's (personality attributes and organizational characteristics) have no influence on DV i.e., "Meaningful Development" - a QWL aspect.

Keeping in view of the above findings mentioned in Table 3.25 and Table 3.26, it can be said without any reservation that all the null hypotheses pertaining to the

Table 3.26. Showing Multiple Regression Analyses - Meaningful development dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.89959	0.00355	2.00507	116.63105	0.01719
20	3.72692	1.12468	0.00976	2.11700	116.63158	0.01815
21	3.65000	1.21628	-0.01390	1.93766	116.63165	0.01661
22	3.29231	1.17205	0.06315	2.41019	116.63079	0.02067
23	3.51154	1.21599	0.04406	2.37619	116.62968	0.02037
24	3.05000	1.23080	0.03667	2.03940	116.63114	0.01749
25	2.85769	1.16507	0.04863	2.28155	116.63162	0.01956
26	2.64231	1.29706	-0.06028	1.79209	116.63131	0.01537
27	3.58846	1.26882	0.00385	1.82562	116.63108	0.01565
28	2.86538	1.20214	-0.00523	2.14945	116.63056	0.01842
29	3.19615	1.21604	0.03258	2.15707	116.63168	0.01849
30	2.73077	1.21629	-0.10252	1.56604	116.63111	0.01343
31	2.73846	1.27980	-0.05612	1.79103	116.63092	0.01536
32	2.54231	1.35927	-0.00432	2.03665	116.63158	0.01746
33	2.93077	1.27760	0.11609	2.71645	116.63029	0.02329
34	3.02308	1.33249	0.06995	2.35621	116.63008	0.02020
35	3.19615	1.23494	-0.03928	1.67964	116.63123	0.01440
36	3.25000	1.23768	0.03661	2.34759	116.63147	0.02013
37	3.08462	1.18246	0.06039	2.28658	116.63147	0.01961
38	3.02308	1.22689	0.02951	2.10510	116.63086	0.01805
39	2.95000	1.25871	-0.02886	1.99417	116.63186	0.01710
40	3.13077	1.26972	-0.00225	2.03410	116.63167	0.01744
41	3.08462	1.28270	0.03892	2.16452	116.63067	0.01856
42	3.05769	1.22101	0.08368	2.27388	116.63110	0.01950
43	3.00000	1.19845	-0.01871	2.09444	116.63077	0.01796
44	2.90769	1.26091	-0.01261	1.88187	116.63098	0.01614
45	2.81154	1.28214	0.04094	2.52428	116.63078	0.02164
46	3.07692	1.29218	0.00754	2.09242	116.63031	0.01794
47	3.09231	1.25785	0.02230	2.23937	116.63117	0.01920
48	2.76923	1.24298	0.06123	2.35057	116.63111	0.02015
49	2.84231	1.32766	-0.02568	2.03043	116.63124	0.01741
50	2.39231	1.30926	0.01955	2.09591	116.63152	0.01797
51	2.20385	1.24924	0.03044	2.24187	116.63069	0.01922
52	2.18077	1.32470	0.00591	1.93748	116.63099	0.01661
53	102.41154	10.73640	0.00091	-2.08684	116.63129	0.01789
54	3.21154	1.20707	-0.02432	1.26876	22.95329	0.05528
55	3.00385	1.10980	-0.07174	0.72407	22.95385	0.03154
56	2.80385	1.25664	0.01274	1.14726	22.95249	0.04998
57	2.52692	1.05598	0.05800	1.52958	22.95427	0.06664
58	2.53462	1.14691	0.03595	1.19412	22.95411	0.05202
59	2.63462	1.17616	0.01409	1.10138	22.95314	0.04798
60	2.60769	1.25815	-0.02140	0.94180	22.95309	0.04103
61	2.60769	1.16245	0.02587	1.51056	22.95365	0.06581
62	2.68077	1.24972	0.00934	1.24160	22.95221	0.05410
63	2.82308	1.23629	-0.04493	0.82054	22.95316	0.03575
64	3.01538	1.20157	-0.02164	1.01637	22.95260	0.04428
65	2.61538	1.21944	0.02526	1.30511	22.95292	0.05686
66	2.56538	1.29729	-0.05656	0.97210	22.95308	0.04235
67	2.45385	1.24032	-0.01319	1.26565	22.95442	0.05514
68	2.49615	1.26277	-0.07532	0.76579	22.95254	0.03336
69	40.78077	6.54256	-0.02601	-1.15220	22.95163	0.05020

DEPENDENT

13	12.20769	4.13236

INTERCEPT	10.58507
MULTIPLE CORRELATION	0.37022
STD. ERROR OF ESTIMATE	4.28357

influence of personality attributes and organizational characteristics on perceived QWL facet viz. Meaningful Development stand accepted.

Table 3.27. Analysis of Variance for the Regression Showing the influence of IV's on CIP - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	4683.70459	91.83734	0.75789
Deviation from Regression	208	25204.42773	121.17513	
Total	259	29888.13281		

It is evident from Table 3.27 that the fourteenth aspect of QWL i.e., "Control, influence and participation" is not found to be influenced by both IV's (personality attributes and organizational characteristics) as F = 0.75789 is rendered to be highly insignificant at .05 level of confidence.

The findings were further confirmed when influence of each independent variable was seen on Dependent variable viz., "Control influence and participation" and all the obtained t-values ranging from as low as t = .00006 to as high as t = .02313 were insignificant even at .05 level of confidence which confirms that IV's have no influence on DV i.e. 'Control, Influence and Participation' - a QWL aspect. Therefore, all the null hypotheses pertaining to the

Table 3.28. Showing Multiple Regression Analyses - Control, Influence and Participation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88950	0.00613	0.04717	299.71985	0.00016
20	3.72692	1.12468	0.00924	-0.18655	299.72119	0.00062
21	3.65000	1.21628	0.06405	1.05226	299.72141	0.00351
22	3.29231	1.17205	0.03293	-0.32222	299.71918	0.00108
23	3.51154	1.21599	-0.01103	0.50038	299.71634	0.00167
24	3.05000	1.23080	-0.10724	-0.86939	299.72009	0.00290
25	2.65769	1.18507	-0.03674	0.10623	299.72134	0.00035
26	2.64231	1.29706	-0.07464	-0.95438	299.72052	0.00318
27	3.58846	1.26882	0.00533	0.42994	299.71994	0.00143
28	2.86538	1.20214	-0.05950	-0.03491	299.71860	0.00012
29	3.19615	1.21604	-0.01568	0.25881	299.72147	0.00086
30	2.73077	1.21629	0.08805	1.27651	299.72000	0.00426
31	2.73846	1.27980	0.02221	0.37706	299.71951	0.00126
32	2.54231	1.35927	-0.00895	0.54025	299.72122	0.00180
33	2.93077	1.27760	-0.08835	-1.05103	299.71790	0.00351
34	3.02308	1.33249	0.05404	0.97624	299.71738	0.00326
35	3.19615	1.23494	0.11669	1.46111	299.72031	0.00487
36	3.25000	1.23765	0.05423	0.32209	299.72092	0.00107
37	3.08462	1.18246	-0.03153	-0.35487	299.72095	0.00118
38	3.02308	1.22689	0.01944	-0.01710	299.71936	0.00006
39	2.95000	1.25871	0.05404	0.40005	299.72195	0.00133
40	3.13077	1.26972	0.02207	0.16524	299.72144	0.00055
41	3.08462	1.28270	-0.02935	-0.09814	299.71887	0.00033
42	3.05769	1.22101	-0.05332	-0.39522	299.72000	0.00132
43	3.00000	1.19845	-0.07078	-0.38515	299.71912	0.00129
44	2.90769	1.26091	-0.00239	0.78206	299.71967	0.00261
45	2.81154	1.28214	-0.03946	-0.67093	299.71918	0.00224
46	3.07692	1.29218	0.05512	0.14613	299.71796	0.00049
47	3.09231	1.25785	0.06040	0.98413	299.72015	0.00328
48	2.76923	1.24298	-0.05883	-0.18568	299.72000	0.00062
49	2.84231	1.32766	-0.04829	-0.28446	299.72034	0.00095
50	2.99231	1.30928	-0.07003	0.27242	299.72107	0.00091
51	2.20385	1.24924	-0.09205	-0.82296	299.71893	0.00275
52	2.18077	1.32470	-0.06167	-0.34844	299.71970	0.00116
53	102.41154	10.73640	-0.03545	-0.23451	299.72049	0.00078
54	3.21154	1.20707	-0.03657	-0.56057	58.98563	0.00950
55	3.00385	1.10980	0.02949	1.05989	58.98706	0.01797
56	2.80385	1.25564	0.02604	0.03548	58.98358	0.00060
57	2.52692	1.05598	-0.01807	-0.10928	58.98816	0.00185
58	2.53462	1.14691	-0.01598	-0.04002	58.98773	0.00068
59	2.63462	1.17616	0.04111	1.12384	58.98526	0.01905
60	2.60769	1.25815	-0.04082	0.04377	58.98512	0.00074
61	2.60769	1.16245	-0.02254	-0.51778	58.98655	0.00878
62	2.68077	1.24972	0.03285	1.36409	58.98287	0.02313
63	2.82308	1.23629	-0.08683	-0.77855	58.98531	0.01320
64	3.01538	1.20157	-0.04540	0.51293	58.98387	0.00870
65	2.81538	1.21944	-0.05387	-0.04516	58.98469	0.00077
66	2.56538	1.29729	0.00124	0.28101	58.98510	0.00476
67	2.45385	1.24032	0.05124	1.07839	58.98854	0.01828
68	2.49615	1.26277	-0.05367	-0.60646	58.98370	0.01028
69	40.78077	6.54256	-0.03583	-0.25976	58.98137	0.00440
DEPENDENT						
14	37.94231	10.74236				

INTERCEPT	53.55839
MULTIPLE CORRELATION	0.39596
STD. ERROR OF ESTIMATE	11.00796

influence of personality attributes and organizational characteristics on perceived QWL facet viz., "Control influence and participation" are rendered to be accepted.

Table 3.29. Analysis of variance for the Regression Showing the influence of IV's on EC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1348.97668	26.45052	1.00624
Deviation from Regression	208	5467.57764	26.28643	
Total	259	6816.55420		

The fifteenth aspect of QWL i.e. "Employee's commitment" when assessed is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained F = 1.00624 is found highly insignificant which are shown in Table 3.29. The t-values given in Table 3.30 again confirms the reliability of the finding as values are statistically low and subsequently insignificant.

On the basis of t-values given in Table 3.30 it is found that all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet viz., "Employee's Commitment" stand accepted.

Table 3.30. Showing Multiple Regression Analyses - Employee Commitment dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.99959	-0.05170	1.27277	139.59651	0.00912
20	3.72692	1.12468	0.03628	2.01345	139.59714	0.01442
21	3.65000	1.23628	0.05049	2.10072	139.59724	0.01505
22	3.29231	1.17205	-0.02123	1.51318	139.59621	0.01084
23	3.51154	1.21599	0.09896	2.35667	139.59488	0.01688
24	3.05000	1.23080	0.11141	2.16550	139.59662	0.01551
25	2.85769	1.18507	0.06583	1.97850	139.59720	0.01417
26	2.64231	1.29706	-0.01257	1.69179	139.59682	0.01212
27	3.58846	1.26882	0.03352	1.55571	139.59656	0.01114
28	2.86538	1.20214	0.01373	2.01709	139.59593	0.01445
29	3.19615	1.21604	-0.02775	1.58204	139.59726	0.01133
30	2.73077	1.21629	-0.06012	1.73000	139.59659	0.01239
31	2.73846	1.27980	-0.07286	1.40143	139.59636	0.01004
32	2.54231	1.35927	-0.00336	2.01979	139.59715	0.01447
33	2.93077	1.27760	0.11113	2.36851	139.59560	0.01697
34	3.02308	1.33249	0.11454	2.37621	139.59535	0.01702
35	3.19615	1.23494	0.07202	2.20691	139.59673	0.01581
36	3.25000	1.23768	0.03466	1.84582	139.59702	0.01322
37	3.08462	1.18246	0.01583	1.74559	139.59702	0.01250
38	3.02308	1.22689	0.06366	2.26223	139.59628	0.01621
39	2.95000	1.25871	-0.01447	1.71149	139.59749	0.01226
40	3.13077	1.26972	0.04828	2.19382	139.59724	0.01572
41	3.08462	1.28270	0.02340	2.18723	139.59605	0.01567
42	3.05769	1.22101	0.03950	2.02694	139.59657	0.01452
43	3.00000	1.19845	-0.09985	1.57181	139.59618	0.01126
44	2.90769	1.26091	-0.11409	1.24760	139.59642	0.00894
45	2.81154	1.29214	0.01394	2.03971	139.59619	0.01461
46	3.07692	1.29218	-0.06313	1.38801	139.59563	0.00994
47	3.09231	1.25785	-0.04360	1.73657	139.59666	0.01244
48	2.78923	1.24298	0.00857	1.85407	139.59659	0.01328
49	2.84231	1.32766	-0.11953	1.41129	139.59674	0.01011
50	2.39231	1.30928	0.04159	2.30354	139.59708	0.01650
51	2.20385	1.24924	0.08280	2.05332	139.59608	0.01471
52	2.18077	1.32470	0.04562	1.87584	139.59644	0.01344
53	102.41154	10.73640	0.05058	-1.86653	139.59680	0.01337
54	3.21154	1.20707	0.06777	1.15644	27.47295	0.04209
55	3.00385	1.10980	0.00924	0.40290	27.47362	0.01467
56	2.80385	1.25664	-0.01627	0.75151	27.47199	0.02736
57	2.52692	1.05598	-0.03463	0.36650	27.47412	0.01334
58	2.53462	1.14691	0.04179	1.04946	27.47393	0.03820
59	2.63462	1.17616	-0.00167	0.82263	27.47277	0.02994
60	2.60769	1.25815	-0.01217	0.20209	27.47271	0.00736
61	2.60769	1.16245	-0.00410	0.57913	27.47338	0.02108
62	2.68077	1.24972	0.01196	0.72260	27.47166	0.02630
63	2.62308	1.23629	-0.02923	0.65497	27.47280	0.02384
64	3.01538	1.20157	-0.09989	-0.23714	27.47213	0.00863
65	2.51538	1.21944	0.01711	0.75338	27.47251	0.02742
66	2.56538	1.29729	0.06164	1.06973	27.47270	0.03894
67	2.45385	1.24032	0.06519	0.88762	27.47430	0.03231
68	2.49615	1.26277	0.04730	0.75530	27.47205	0.02749
69	40.78077	6.54256	0.03003	-0.62561	27.47096	0.02277
DEPENDENT						
15	17.36923	5.15018				

INTERCEPT 15.56124

MULTIPLE CORRELATION 0.44486

ESTIMATE OF ERROR 5.13703

Table 3.31. Analysis of Variance for the Regression Showing the influence of IV's on GLS - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	4088.81250	80.17279	0.85103
Deviation from Regression	208	19594.91992	94.20634	
Total	259	23683.73242		

It is evident from Table 3.31 that the sixteenth aspect of QWL i.e. "General Life Satisfaction" is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as its obtained statistical value F = 0.85103 is found highly insignificant at .05 level of confidence. The findings were further confirmed when all IV's independently found to have their no influence on employee's perception with regard to "General Life Satisfaction" - a dimension of QWL (Table 3.32). It is witnessed from t values given in Table 3.32 that all the obtained statistical values ranging from t = .00254 to t = .05896 tend to show almost zero influence of IV's on DV - "General life satisfaction".

In view of the patterns of the above findings mention in Table 3.31 and Table 3.32 it is found that all the null hypotheses predicting the influence of personality attributes and organizational characteristics on perceived QWL facet viz., "General Life Satisfaction" rendered to be accepted.

Table 3.32. Showing Multiple Regression Analyses - General Life Satisfaction dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.81154	0.88959	-0.02078	0.97102	264.27060	0.00367
20	3.72692	1.12468	-0.03113	1.52364	264.27176	0.00577
21	3.65000	1.21628	-0.01014	1.81198	264.27197	0.00686
22	3.29231	1.17205	0.00359	2.12736	264.26999	0.00805
23	3.51154	1.21599	-0.01703	1.40539	264.26749	0.00532
24	3.05000	1.23080	-0.02111	1.47953	264.27081	0.00560
25	2.85769	1.18507	0.06389	2.42708	264.27188	0.00918
26	2.64231	1.29706	-0.10803	0.96476	264.27118	0.00365
27	3.58846	1.26882	-0.01064	1.03776	264.27066	0.00393
28	2.86538	1.20214	0.00672	2.33823	264.26950	0.00885
29	3.19615	1.21604	0.03050	2.04273	264.27200	0.00773
30	2.73077	1.21629	-0.01426	2.18818	264.27075	0.00828
31	2.73846	1.27980	-0.10521	0.72968	264.27029	0.00276
32	2.54231	1.35927	-0.07466	1.49083	264.27179	0.00564
33	2.93077	1.27760	0.00589	2.25860	264.26886	0.00855
34	3.02308	1.33249	-0.01562	1.93428	264.26840	0.00732
35	3.19615	1.23494	-0.01312	1.12672	264.27100	0.00426
36	3.25000	1.23768	0.11002	3.59903	264.27155	0.01362
37	3.08462	1.18246	0.00592	1.26360	264.27155	0.00478
38	3.02308	1.22689	-0.00019	1.95615	264.27017	0.00740
39	2.95000	1.25871	-0.04443	1.70638	264.27243	0.00646
40	3.13077	1.26972	0.07035	2.09611	264.27197	0.00793
41	3.08462	1.28270	0.00986	1.54343	264.26974	0.00584
42	3.05769	1.27101	-0.03898	1.49139	264.27072	0.00564
43	3.00000	1.19845	-0.04312	1.43374	264.26996	0.00543
44	2.90769	1.26091	-0.00442	1.94040	264.27042	0.00734
45	2.81154	1.28214	-0.03287	1.81359	264.26999	0.00686
46	3.07692	1.29218	0.02964	2.21865	264.26892	0.00840
47	3.09231	1.25785	-0.00908	1.57392	264.27087	0.00596
48	2.76923	1.24298	-0.01284	1.75052	264.27075	0.00662
49	2.84231	1.32766	0.01872	1.92725	264.27103	0.00729
50	2.39231	1.30928	0.04370	2.35372	264.27167	0.00891
51	2.20385	1.24924	-0.01476	1.27080	264.26978	0.00481
52	2.18077	1.32470	0.02801	2.07255	264.27045	0.00784
53	102.41154	10.73640	-0.02507	-1.91355	264.27115	0.00724
54	3.21154	1.20707	-0.08903	0.76591	52.00912	0.01473
55	3.00385	1.10980	-0.06194	0.99450	52.01039	0.01912
56	2.80385	1.25664	0.03218	1.39616	52.00732	0.02685
57	2.52692	1.05598	0.05303	1.73275	52.01135	0.03331
58	2.53462	1.14691	0.04090	1.33330	52.01098	0.02563
59	2.63462	1.17616	0.02282	1.67926	52.00880	0.03229
60	2.60769	1.25815	-0.06634	0.51353	52.00867	0.00987
61	2.60769	1.16245	-0.07701	1.27982	52.00994	0.02461
62	2.68077	1.24972	-0.03897	1.86625	52.00669	0.03588
63	2.82308	1.23629	-0.06047	0.64017	52.00885	0.01231
64	3.01538	1.20157	0.10080	1.80307	52.00757	0.03467
65	2.81538	1.21944	0.16799	3.06656	52.00830	0.05896
66	2.56538	1.29729	-0.01241	0.13227	52.00866	0.00254
67	2.45385	1.24032	0.10371	2.53682	52.01169	0.04877
68	2.49615	1.26277	-0.04708	0.80423	52.00742	0.01546
69	40.78077	6.54256	0.01171	-1.35526	52.00537	0.02606
DEPENDENT						
16	30.25769	9.56258				

INTERCEPT	46.47596
MULTIPLE CORRELATION	0.41550
STD. ERROR OF ESTIMATE	9.70600

Table 3.33. Analysis of Variance for the Regression Showing the influence of IV's on OC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	5226.23242	102.47514	1.44527
Deviation from Regression	208	14747.99023	70.90380	
Total	259	19974.22266		

The seventeenth and the last dimension of QWL i.e. "Organizational climate" is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as statistical value F = 1.44527 is insignificant even at .05 level (Table 3.33) of confidence. The reliability of the findings were further verified from Table 3.34 where all the obtained statistical value ranging from as low as t = .00012 to as high as t = .03252 are found very low and consequently showing insignificant cause- effect relationship.

In view of the above findings, it is found that all the null hypotheses related to the effect of personality attributes and organizational characteristics on perceived QWL facet viz., "Organizational climate" stand accepted.

Table 3.34. Showing Multiple Regression Analyses - Organizational Climate dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.68959	-0.11218	-0.25065	229.26805	0.00109
20	3.72692	1.12468	-0.10556	0.03050	229.26907	0.00013
21	3.65000	1.21628	-0.07078	-0.43716	229.26923	0.00191
22	3.29231	1.17205	0.08260	1.56586	229.26753	0.00683
23	3.51154	1.21599	-0.17752	-1.14254	229.26535	0.00498
24	3.05000	1.23080	0.01086	0.73859	229.26822	0.00322
25	2.85769	1.18507	0.00945	0.41973	229.26918	0.00183
26	2.64231	1.29706	-0.01169	0.34382	229.26854	0.00150
27	3.58846	1.26882	0.03042	1.50051	229.26810	0.00654
28	2.86538	1.20214	-0.07565	0.14268	229.26709	0.00062
29	3.19615	1.21604	0.04059	0.35262	229.26927	0.00154
30	2.73077	1.21629	0.03662	0.98713	229.26816	0.00431
31	2.73846	1.27980	0.11645	0.95155	229.26779	0.00415
32	2.54231	1.35927	-0.01562	-0.42903	229.26909	0.00187
33	2.93077	1.27760	0.11835	1.26197	229.26654	0.00550
34	3.02308	1.33249	0.12011	0.91392	229.26614	0.00399
35	3.19615	1.23494	0.08732	1.45834	229.26839	0.00636
36	3.25000	1.23768	-0.07176	0.00000	229.26886	0.00000
37	3.08462	1.18246	-0.19764	-0.95735	229.26888	0.00418
38	3.02308	1.22689	-0.01181	0.55920	229.26765	0.00244
39	2.95000	1.25871	-0.01726	-0.16352	229.26964	0.00071
40	3.13077	1.26972	-0.01748	0.51332	229.26924	0.00224
41	3.08462	1.28270	0.01009	0.89591	229.26729	0.00391
42	3.05769	1.22101	-0.14760	-0.11238	229.26814	0.00049
43	3.00000	1.19545	-0.10235	-0.48660	229.26749	0.00212
44	2.90769	1.26091	-0.01817	0.57132	229.26790	0.00249
45	2.81154	1.28214	-0.05541	-0.06689	229.26752	0.00029
46	3.07692	1.29218	-0.02730	0.14601	229.26659	0.00064
47	3.09231	1.25785	0.10246	1.24088	229.26828	0.00541
48	2.76923	1.24293	-0.04326	-0.02760	229.26816	0.00012
49	2.84231	1.32766	-0.01917	0.37465	229.26842	0.00163
50	2.39231	1.30928	-0.02568	0.28321	229.26897	0.00126
51	2.20385	1.24924	-0.05035	0.53547	229.26733	0.00234
52	2.15077	1.32470	-0.07006	-0.38543	229.26791	0.00169
53	102.41154	10.73540	-0.07129	-0.43454	229.26852	0.00190
54	3.21154	1.20707	-0.02527	-0.16608	45.12053	0.00368
55	3.00385	1.10980	0.04648	1.35812	45.12163	0.03010
56	2.80385	1.25664	0.05379	0.95629	45.11897	0.02119
57	2.52692	1.05598	-0.00276	0.39998	45.12247	0.00886
58	2.53462	1.14691	0.10429	1.46746	45.12214	0.03252
59	2.43462	1.17616	-0.02547	0.10117	45.12025	0.00224
60	2.60769	1.25615	-0.01276	0.92106	45.12014	0.02041
61	2.60769	1.16245	0.03394	0.70824	45.12124	0.01570
62	2.68077	1.24972	-0.02290	0.84407	45.11842	0.01871
63	2.32308	1.23629	-0.03399	0.31736	45.12029	0.00703
64	3.01538	1.20157	-0.00938	1.03759	45.11919	0.02300
65	2.81538	1.21944	-0.01739	0.95821	45.11982	0.02124
66	2.56538	1.29729	-0.12311	-0.16609	45.12012	0.00368
67	2.45385	1.24032	-0.05851	0.64476	45.12276	0.01429
68	2.49615	1.26277	-0.05617	0.78017	45.11906	0.01729
69	40.78077	6.54256	-0.03228	-0.65147	45.11728	0.01444
DEPENDENT						
17	27.66154	8.78183				

INTERCEPT	37.30610
MULTIPLE CORRELATION	0.51152
STD. ERROR OF ESTIMATE	8.42044

Table 3.35. Analysis of Variance for the Regression Showing the influence of IVs on total QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	106206.93750	2082.48901	0.94435
Deviation from Regression	208	458683.62500	2205.20972	
Total	259	564890.56250		

At length, we can say that overall QWL which is a Dependent Variable is also found to be insignificantly influenced by both IV's (personality variables and organizational characteristics) as obtained statistical value F = 0.94435 is insignificant at .05 level of confidence (Table 3.35). The findings further confirmed from t-values shown in Table 3.36 where all the obtained statistical value ranging from t = .00009 to t = .02739 tend to show almost no influence of IV's on DV i.e., on "overall QWL", hence null hypotheses pertaining to the influence of personality attributes and organizational characteristics on total QWL stand accepted.

Table 3.36. Showing Multiple Regression Analyses of overall QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.01154	0.88959	-0.08813	-10.43294	1278.59705	0.00816
20	3.72692	1.12468	-0.08502	-11.65845	1278.60278	0.00912
21	3.65000	1.21628	0.00064	-8.46825	1278.60376	0.00506
22	3.29231	1.17205	0.01736	-8.65402	1278.59424	0.00520
23	3.51154	1.21599	-0.06430	-8.92646	1278.58203	0.00698
24	3.05000	1.23080	-0.00909	-7.92974	1278.59802	0.00620
25	2.85769	1.18507	0.05636	-3.13652	1278.60339	0.00245
26	2.64231	1.29706	-0.09595	-12.46487	1278.59998	0.00975
27	3.58946	1.26882	0.02229	-4.81657	1278.59753	0.00377
28	2.96538	1.20214	-0.10979	-10.69862	1278.59180	0.00837
29	3.19615	1.21604	0.03955	-4.87561	1278.60400	0.00381
30	2.73077	1.21629	0.00376	-3.97467	1278.59778	0.00311
31	2.73846	1.27980	0.02158	-8.64173	1278.59570	0.00676
32	2.54231	1.35927	-0.03209	-9.64636	1278.60291	0.00754
33	2.93077	1.27760	0.05247	-4.89056	1278.58875	0.00382
34	3.02308	1.33249	0.06486	-3.88476	1278.58655	0.00304
35	3.19615	1.23494	0.05521	-2.51128	1278.59900	0.00196
36	3.25000	1.23768	-0.00212	-7.95936	1278.60168	0.00623
37	3.08462	1.18246	-0.07151	-10.93449	1278.60168	0.00855
38	3.02308	1.22689	-0.04297	-10.55711	1278.59497	0.00826
39	2.95000	1.25871	0.01066	-5.97845	1278.60596	0.00468
40	3.13077	1.26972	0.06065	-4.05886	1278.60388	0.00317
41	3.08462	1.28270	-0.02142	-8.40888	1278.59290	0.00658
42	3.05769	1.22101	-0.06165	-8.72167	1278.59766	0.00682
43	3.00000	1.19845	-0.13445	-14.06129	1278.59399	0.01100
44	2.90769	1.26091	0.01596	-4.30421	1278.59631	0.00337
45	2.81154	1.28214	-0.05087	-9.24848	1278.59412	0.00723
46	3.07692	1.29218	0.00070	-8.64717	1278.58899	0.00676
47	3.09231	1.25785	0.06609	-3.95213	1278.59851	0.00309
48	2.76923	1.24298	-0.04614	-8.73264	1278.59778	0.00683
49	2.94231	1.32766	-0.04587	-10.37415	1278.59924	0.00811
50	2.39231	1.30928	0.04896	-3.86453	1278.60229	0.00302
51	2.20385	1.24924	0.05734	-6.09681	1278.59314	0.00477
52	2.19077	1.32470	0.02004	-7.14385	1278.59644	0.00559
53	102.41154	16.73640	-0.03748	6.98354	1278.59973	0.00546
54	3.21154	1.20707	-0.04464	-5.64744	251.63113	0.02244
55	3.00385	1.10980	0.00640	-0.02312	251.63728	0.00009
56	2.80385	1.25664	0.05107	-0.27220	251.62242	0.00108
57	2.52692	1.05598	0.00953	-2.93686	251.64194	0.01167
58	2.53462	1.14691	0.06319	-0.14415	251.64014	0.00057
59	2.63462	1.17616	0.03971	2.31325	251.62958	0.00919
60	2.60769	1.25815	-0.06528	-4.92989	251.62897	0.01959
61	2.60769	1.16245	0.00154	-1.99233	251.63510	0.00792
62	2.68077	1.24972	0.04919	3.03014	251.61937	0.01204
63	2.82308	1.23629	-0.00530	-1.22660	251.62981	0.00487
64	3.01538	1.20157	0.01084	-2.15639	251.62364	0.00857
65	2.81538	1.21944	0.03471	2.62736	251.62715	0.01044
66	2.56538	1.29729	-0.09427	-6.89159	251.62889	0.02739
67	2.45385	1.24032	0.00452	1.80749	251.64357	0.00718
68	2.79615	1.26277	-0.08835	-4.62521	251.62292	0.01838
69	40.78077	6.54256	-0.00790	1.56495	251.61299	0.00622
DEPENDENT						
18	343.10385	46.70166				

INTERCEPT	392.88022
MULTIPLE CORRELATION	0.43361
STD. ERROR OF ESTIMATE	46.95966

Table 3.37. Analysis of Variance for the Regression Showing the influence of IV's on EB - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	931.57849	18.26624	1.03423
Deviation from Regression	38	671.14404	17.66169	
Total	89	1602.72253		

Having given the findings, pertaining to Hindu middle level managers working in electronic manufacturing company, the ongoing description of results will pertain to Muslim middle level managers who were working in the same organization from where the sample of Hindu middle level managers were taken. The description of the two religious group will provide a comparative picture of the findings highlighting the variations if there are.

Muslim Middle Level Managers :

It is evident from Table 3.37 that very clearly and briefly highlights the overall picture of the influence of all personality attributes and organizational characteristics (independent variables) on dependent one i.e. 'economic benefit' - one of the QWL facet as obtained F = 1.03423 is found highly insignificant at .05 level of confidence. The reliability of the findings were further verified when the

Table 3.38. Showing Multiple Regression Analyses - Economic Benefit dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.01996	-0.38332	87.86454	0.00436
20	3.76667	1.04988	-0.03236	-0.04009	87.86402	0.00046
21	3.48889	1.17315	-0.17027	0.12424	87.86416	0.00141
22	3.34444	1.18190	-0.01058	-0.53466	87.86319	0.00609
23	3.47778	1.23823	-0.00083	0.68845	87.86313	0.00784
24	3.17778	1.17634	-0.12130	0.00275	87.86449	0.00003
25	2.80000	1.14362	-0.02547	-0.55069	87.86410	0.00627
26	2.63333	1.32775	-0.12198	-0.88924	87.86241	0.01012
27	3.52222	1.19199	-0.03690	-0.25863	87.86398	0.00294
28	2.93333	1.14950	0.06066	1.28704	87.86404	0.01465
29	3.20000	1.20112	0.05511	-0.11731	87.86331	0.00134
30	2.80000	1.12380	0.12016	0.81295	87.86471	0.00925
31	2.92222	1.19199	0.09194	0.24407	87.86378	0.00278
32	2.68889	1.25102	0.03504	-0.64917	87.86362	0.00739
33	3.06667	1.31371	0.07995	-0.09799	87.86269	0.00112
34	2.74444	1.27694	0.05863	0.24234	87.86334	0.00276
35	3.50000	1.22015	0.02930	-0.40736	87.86375	0.00464
36	3.28889	1.11420	-0.01056	0.60050	87.86379	0.00683
37	3.14444	1.19513	-0.01046	-0.39243	87.86368	0.00447
38	2.90000	1.21831	-0.02499	0.08988	87.86373	0.00102
39	2.65556	1.22851	-0.04155	-1.05626	87.86269	0.01202
40	3.28889	1.30895	0.08406	0.92338	87.86271	0.01051
41	3.43333	1.19032	-0.09380	-0.77160	87.86361	0.00878
42	3.17778	1.26826	0.03781	0.30986	87.86311	0.00353
43	2.91111	1.15772	0.00330	-1.26392	87.86368	0.01438
44	2.62222	1.24140	0.01469	-0.62348	87.86292	0.00710
45	2.64444	1.38460	0.16212	1.33517	87.86279	0.01520
46	2.98889	1.29384	-0.12062	-0.65566	87.86289	0.00746
47	2.90000	1.22749	-0.06795	-1.14059	87.86322	0.01298
48	2.80000	1.25600	-0.11384	-0.30345	87.86396	0.00345
49	2.93333	1.27904	0.06900	0.66238	87.86319	0.00754
50	2.42222	1.27180	0.05806	0.34535	87.86293	0.00393
51	2.24444	1.28353	0.07587	0.28473	87.86356	0.00324
52	2.17778	1.37046	0.04465	1.13302	87.86334	0.01290
53	102.66666	10.74840	0.01470	0.02598	87.86129	0.00030
54	3.24444	1.19278	-0.08263	-1.15349	97.30778	0.01185
55	2.93333	1.13968	0.04956	1.67630	97.30872	0.01723
56	2.85556	1.28571	0.09416	-0.76068	97.30783	0.00782
57	2.70000	1.25823	-0.07891	0.26843	97.30852	0.00276
58	2.51111	1.26531	-0.08068	-1.19217	97.30715	0.01225
59	2.62222	1.22316	-0.05436	0.09487	97.30753	0.00097
60	2.71111	1.28294	-0.15800	-1.16610	97.30830	0.01198
61	2.72222	1.26338	-0.06625	-0.44775	97.30878	0.00460
62	2.84444	1.23535	0.08311	-0.12915	97.30708	0.00133
63	2.86667	1.18227	0.17842	0.57311	97.30823	0.00589
64	2.73333	1.15923	0.08527	0.70425	97.30762	0.00724
65	2.64444	1.14471	0.23310	0.84714	97.30843	0.00871
66	2.61111	1.33824	-0.03177	-1.40126	97.30783	0.01440
67	2.64444	1.30092	-0.11239	-1.19617	97.30963	0.01229
68	2.54444	1.32530	-0.10133	-0.59724	97.30748	0.00614
69	41.18889	7.16875	-0.01660	0.18036	97.30595	0.00185
DEPENDENT						
1	15.05556	4.24360				

INTERCEPT	19.57729
MULTIPLE CORRELATION	0.76240
STD. ERROR OF ESTIMATE	4.20258

influence of each independent variable were seen on dependent one, i.e., 'economic benefit' through 't' statistical test and these all were again found to be very low even at .05 level (Table 3.38).

It is very pertinent to clarify here that if F value is found insignificant then it is necessary that all IV's must have insignificant influence on DV which are found here too as 't' values ranging from minimum t = .00003 to maximum t = .01723 are statistically highly insignificantly even at .05 level of confidence (Table 3.38).

The above obtained findings reveal that organizational characteristics are personality attributes do not have any influence on economic side of ones perception towards quality of life, hence all the null hypotheses pertaining to the influence of IV's on DV i.e. economic Benefit - a dimension of QWL stands accepted.

Table 3.39. Analysis of Variance for the Regression Showing the influence of IV's on PWC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	506.98053	9.94079	0.78859
Deviation from Regression	38	479.01935	12.60577	
Total	89	985.99988		

Table 3.40. Showing Multiple Regression Analyses - Physical Working Condition dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.04199	-0.25425	74.23048	0.00343
20	3.76667	1.04988	-0.13826	-0.54234	74.23004	0.00731
21	3.48889	1.17315	-0.15826	0.72484	74.23016	0.00976
22	3.34444	1.18190	-0.08283	-0.07469	74.22934	0.00101
23	3.47778	1.23823	-0.08724	-0.58490	74.22929	0.00788
24	3.17778	1.17634	0.00574	0.34980	74.23044	0.00471
25	2.80000	1.14362	0.00295	-0.62441	74.23011	0.00841
26	2.63333	1.32775	0.10932	0.10358	74.22868	0.00140
27	3.52222	1.19199	-0.12461	-0.64504	74.23000	0.00869
28	2.93333	1.14950	-0.04405	1.05544	74.23006	0.01422
29	3.20000	1.20112	-0.10399	-0.21430	74.22944	0.00289
30	2.80000	1.12380	0.21928	1.70994	74.23063	0.02304
31	2.92222	1.19199	0.06514	-0.42058	74.22984	0.00567
32	2.68889	1.25102	-0.05397	0.06918	74.22971	0.00093
33	3.06667	1.31371	0.04625	0.14675	74.22892	0.00198
34	2.74444	1.27694	-0.03965	0.00700	74.22947	0.00009
35	3.50000	1.22015	-0.04703	0.31951	74.22981	0.00430
36	3.28889	1.11420	0.13331	0.52001	74.22985	0.00701
37	3.14444	1.19513	0.13275	-0.01619	74.22976	0.00022
38	2.90000	1.21831	-0.01108	0.05207	74.22980	0.00070
39	2.65556	1.22851	-0.03847	0.06681	74.22891	0.00090
40	3.28889	1.30895	0.20116	0.92221	74.22894	0.01242
41	3.43333	1.19032	0.09075	0.86100	74.22970	0.01160
42	3.17778	1.26826	-0.06928	-0.13155	74.22927	0.00177
43	2.91111	1.15772	-0.05248	-0.69743	74.22976	0.00940
44	2.62222	1.24140	0.01904	-0.31183	74.22911	0.00420
45	2.64444	1.38460	0.10971	0.38493	74.22900	0.00519
46	2.98889	1.29384	0.13306	0.42873	74.22909	0.00578
47	2.90000	1.22749	-0.08258	-0.86984	74.22936	0.01172
48	2.80000	1.25600	0.05107	0.58006	74.23000	0.00781
49	2.93333	1.27904	0.01056	-0.03407	74.22934	0.00046
50	2.42222	1.27180	0.00008	-0.21197	74.22912	0.00286
51	2.24444	1.28353	0.09205	0.39656	74.22966	0.00534
52	2.17778	1.37046	0.08129	0.83584	74.22947	0.01126
53	102.66666	10.74840	0.04554	-0.10887	74.22774	0.00147
54	3.24444	1.19278	-0.00566	0.60906	82.20840	0.00741
55	2.93333	1.13968	-0.21038	-1.29199	82.20920	0.01572
56	2.85556	1.28571	0.04726	0.45380	82.20844	0.00552
57	2.70000	1.25823	0.05098	0.17050	82.20903	0.00207
58	2.51111	1.26531	0.11472	-0.30056	82.20787	0.00366
59	2.62222	1.22316	0.08279	-0.04252	82.20819	0.00052
60	2.71111	1.28294	0.00789	0.25463	82.20885	0.00310
61	2.72222	1.26338	0.02939	-0.34090	82.20925	0.00415
62	2.84444	1.23535	0.08471	0.33153	82.20781	0.00403
63	2.86667	1.18227	0.04568	0.14022	82.20878	0.00171
64	2.73333	1.15923	0.04659	0.21871	82.20827	0.00266
65	2.64444	1.14471	0.00590	0.73402	82.20895	0.00893
66	2.61111	1.33824	-0.07063	-1.16344	82.20844	0.01415
67	2.64444	1.30092	-0.10898	0.20239	82.20997	0.00246
68	2.54444	1.32530	-0.02038	-0.17904	82.20815	0.00218
69	41.18889	7.16875	0.01789	0.00363	82.20686	0.00004
DEPENDENT						
2	12.00000	3.32846				

INTERCEPT	12.77997
MULTIPLE CORRELATION	0.71706
STD. ERROR OF ESTIMATE	3.55046

The second dimension of QWL, i.e., Physical Working Condition is also found to be insignificantly influenced by both personality attributes and organizational characteristics as obtained statistical value F = 0.78859 is rendered statistically highly insignificant at .05 level of confidence which is evident from Table 3.39.

The findings were further confirmed from Table 3.40 where all the obtained statistical t values ranging from as low as t = .00004 to as high as t = 0.02304 are tending to show almost zero influence of IV's on DV (physical working condition) - a QWL dimension.

In view of the patterns of the findings mentioned in Table 3.39 and Table 3.40 it is found that all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet, viz., physical working condition are rendered accepted.

Table 3.41. Analysis of Variance for the Regression Showing the influence of IV's on MS - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	589.61401	11.56106	0.89504
Deviation from Regression	38	490.84131	12.91688	
Total	89	1080.45532		

Table 3.42. Showing Multiple Regression Analyses - Mental State dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.13177	0.15295	75.14088	0.00204
20	3.76667	1.04988	-0.02140	-0.12275	75.14044	0.00163
21	3.48889	1.17315	0.05766	0.30490	75.14056	0.00406
22	3.34444	1.18198	0.10693	-0.09069	75.13973	0.00121
23	3.47778	1.23823	-0.00476	-0.01305	75.13968	0.00017
24	3.17778	1.17634	-0.10868	-1.22860	75.14085	0.01635
25	2.80000	1.14362	0.17370	0.62183	75.14051	0.00828
26	2.63333	1.32775	-0.05400	-0.02915	75.13907	0.00039
27	3.52222	1.19199	-0.03099	0.07136	75.14040	0.00095
28	2.93333	1.14950	-0.06770	-0.19647	75.14046	0.00261
29	3.20000	1.20112	-0.10363	-1.08604	75.13983	0.01445
30	2.80000	1.12380	0.07059	0.44470	75.14104	0.00592
31	2.92222	1.19199	0.07939	-0.24585	75.14024	0.00327
32	2.68889	1.25182	-0.00160	-0.38418	75.14011	0.00511
33	3.06667	1.31371	0.11570	0.05439	75.13931	0.00072
34	2.74444	1.27694	0.02270	0.20351	75.13986	0.00271
35	3.50000	1.22015	0.01718	0.08122	75.14021	0.00108
36	3.28889	1.11420	0.07113	0.31912	75.14025	0.00425
37	3.14444	1.19513	-0.06263	-0.32492	75.14015	0.00432
38	2.90000	1.21831	-0.04685	0.52611	75.14020	0.00700
39	2.65556	1.22851	0.07563	-0.27177	75.13930	0.00362
40	3.28889	1.30895	-0.01582	-0.15824	75.13932	0.00211
41	3.43333	1.19032	-0.04506	-0.90938	75.14009	0.01210
42	3.17778	1.26826	-0.07538	-0.23475	75.13966	0.00312
43	2.91111	1.15772	0.05521	-0.52204	75.14015	0.00695
44	2.62222	1.24140	0.11753	-0.29088	75.13950	0.00387
45	2.64444	1.38460	0.10781	0.23469	75.13939	0.00312
46	2.98889	1.29384	0.03110	-0.34484	75.13947	0.00459
47	2.90000	1.22749	0.12426	0.59667	75.13976	0.00794
48	2.80000	1.25800	0.01695	-0.31357	75.14040	0.00417
49	2.93333	1.27904	0.05513	-0.10209	75.13973	0.00136
50	2.42222	1.27180	-0.08914	0.01338	75.13951	0.00018
51	2.24444	1.28353	0.08163	-0.28962	75.14005	0.00385
52	2.17778	1.37046	0.11849	0.45001	75.13986	0.00599
53	102.66666	10.74840	0.09161	0.13011	75.13811	0.00173
54	3.24444	1.19278	-0.09060	-0.53630	83.21665	0.00644
55	2.93333	1.13968	0.14110	1.19422	83.21745	0.01435
56	2.85556	1.28571	0.02059	0.39168	83.21670	0.00471
57	2.70000	1.25823	-0.03870	0.59494	83.21729	0.00715
58	2.51111	1.26531	-0.15541	-0.55934	83.21612	0.00672
59	2.62222	1.22316	-0.10745	1.01257	83.21644	0.01217
60	2.71111	1.28294	0.14936	0.24400	83.21710	0.00293
61	2.72222	1.26338	0.10451	1.51898	83.21751	0.01825
62	2.84444	1.23535	0.01746	0.12119	83.21605	0.00146
63	2.86667	1.18227	0.12747	0.54107	83.21703	0.00650
64	2.73333	1.15923	-0.20734	-0.19959	83.21651	0.00240
65	2.64444	1.14471	-0.07243	0.55882	83.21721	0.00672
66	2.61111	1.33824	-0.20550	-0.88482	83.21670	0.01063
67	2.64444	1.30092	-0.16041	0.44987	83.21824	0.00541
68	2.54444	1.32530	-0.21026	-0.58537	83.21640	0.00703
69	41.18889	7.16875	-0.12376	-0.33415	83.21509	0.00402
DEPENDENT						
3	21.47778	3.48424				

INTERCEPT	21.12639
MULTIPLE CORRELATION	0.73872
STD. ERROR OF ESTIMATE	3.59401

The third dimension of QWL i.e., 'mental state' is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = 0.89504 is highly insignificant even at .05 level of confidence (Table 3.41).

The findings were further verified when the influence of each independent variable was seen on dependent variable viz., mental state - a QWL facet as statistical value again found to be very low to touch the degree of confidence level. It is also evident from Table 3.42 that all the obtained statistical t values ranging from t = .00017 to t = .01825 show no influence of IV's on DV - mental state (a QWL dimension).

The above findings reveal that organizational characteristics and personality attributes do not have any influence on mental state (a dimension of QWL) of Muslim middle level managers hence, all the null hypotheses pertaining to the influence of all IV's on DV i.e., on mental state - a dimension of QWL found accepted.

Table 3.43. Analysis of Variance for the Regression Showing the influence of IV's on CO - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	2365.96729	46.39151	1.33543
Deviation from Regression	38	1320.08887	34.73918	
Total	89	3686.05615		

Table 3.44. Showing Multiple Regression Analyses - Career Orientation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.12965	1.32010	123.22742	0.01071
20	3.76667	1.04988	-0.17101	-1.73299	123.22669	0.01406
21	3.48889	1.17315	-0.01753	1.15647	123.22688	0.00938
22	3.34444	1.18190	0.07329	-1.06017	123.22552	0.00860
23	3.47778	1.23823	0.10144	0.52659	123.22544	0.00427
24	3.17778	1.17634	0.02441	1.64352	123.22735	0.01334
25	2.80000	1.14362	-0.14045	-0.84218	123.22680	0.00683
26	2.63333	1.32775	-0.07780	-1.00998	123.22443	0.00820
27	3.52222	1.19199	-0.01310	1.07887	123.22662	0.00876
28	2.93333	1.14950	-0.16505	0.54674	123.22672	0.00444
29	3.20000	1.20112	0.01890	0.70441	123.22569	0.00572
30	2.80000	1.12380	-0.07768	0.66200	123.22766	0.00537
31	2.92222	1.19199	0.05720	0.53252	123.22636	0.00432
32	2.68889	1.25102	0.07428	1.10019	123.22614	0.00893
33	3.06667	1.31371	0.11784	0.12737	123.22483	0.00103
34	2.74444	1.27694	0.02271	-0.86376	123.22574	0.00701
35	3.50000	1.22015	0.06081	0.43395	123.22631	0.00352
36	3.28889	1.11420	-0.08427	0.42939	123.22637	0.00348
37	3.14444	1.19513	-0.08968	-0.07822	123.22621	0.00063
38	2.90000	1.21831	0.02078	-0.16894	123.22628	0.00137
39	2.65556	1.22851	0.20946	0.37409	123.22482	0.00304
40	3.28889	1.30895	0.09767	0.54675	123.22485	0.00444
41	3.43333	1.19032	-0.16306	-0.56825	123.22611	0.00461
42	3.17778	1.26826	-0.13017	0.71543	123.22541	0.00581
43	2.91111	1.15772	-0.08177	-1.33134	123.22621	0.01080
44	2.62222	1.24140	-0.09767	-1.53334	123.22515	0.01244
45	2.64444	1.38460	0.10984	0.86355	123.22496	0.00701
46	2.98889	1.29384	-0.08539	-0.10990	123.22511	0.00089
47	2.90000	1.22749	-0.08747	-0.87423	123.22556	0.00709
48	2.80000	1.25600	-0.00417	1.21529	123.22661	0.00986
49	2.93333	1.27904	-0.02685	0.34948	123.22552	0.00284
50	2.42222	1.27180	-0.17907	-1.37006	123.22516	0.01112
51	2.24444	1.28353	-0.01617	1.45241	123.22604	0.01179
52	2.17778	1.37046	-0.12428	-0.33362	123.22573	0.00271
53	102.66666	10.74840	-0.07900	-0.07192	123.22286	0.00058
54	3.24444	1.19278	-0.04521	-0.25291	136.47128	0.00185
55	2.93333	1.13968	0.01583	-0.11029	136.47261	0.00081
56	2.85556	1.28571	-0.02935	-1.64241	136.47136	0.01203
57	2.70000	1.25823	-0.04926	-0.29969	136.47232	0.00220
58	2.51111	1.26531	0.03281	-0.13907	136.47040	0.00102
59	2.62222	1.22316	-0.10341	-1.68529	136.47093	0.01235
60	2.71111	1.28294	-0.31602	-1.78312	136.47202	0.01307
61	2.72222	1.26338	-0.24453	-2.28828	136.47270	0.01677
62	2.84444	1.23535	0.07648	0.50874	136.47029	0.00373
63	2.86667	1.18227	0.07778	0.04253	136.47191	0.00031
64	2.73333	1.15923	-0.05522	-0.88912	136.47105	0.00652
65	2.64444	1.14471	0.15269	2.02040	136.47220	0.01480
66	2.61111	1.33824	-0.16011	-1.91607	136.47136	0.01404
67	2.64444	1.30092	-0.03340	-1.68119	136.47388	.01232
68	2.54444	1.32530	0.09302	1.08120	136.47087	0.00792
69	41.18889	7.16875	-0.10771	0.56108	136.46872	0.00411
DEPENDENT						
4	10.72222	6.43555				

INTERCEPT	5.79952
MULTIPLE CORRELATION	0.80117
STD. ERROR OF ESTIMATE	5.89400

Table 3.43 shows that the fourth aspect of QWL i.e., 'Career Orientation' is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained F = 1.33542 is found insignificant at .05 level of confidence.

The findings were further analysed which is evident from Table 3.44. It is amply clear from the Table that all obtained 't' values depicting insignificant influence of Organizational characteristics and personality attributes on Muslim superiors' perceived feeling towards career orientation as statistical values ranging from t = .00058 to t = .01677 are statistically very low.

In the light of the afore-mentioned patterns of findings, all the null hypotheses are recommended to be accepted that argue no influence of IVs on Muslim's perceived feeling towards their career-orientations.

Table 3.45. Analysis of Variance for the Regression Showing the influence of IV's on AM - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1918.07373	37.60929	1.19055
Deviation from Regression	38	1200.41553	31.58988	
Total	89	3118.48926		

Table 3.46. Showing Multiple Regression Analyses - Advancement on Merit dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.23840	1.84216	117.50911	0.01568
20	3.76667	1.04988	0.11438	1.26363	117.50842	0.01075
21	3.48889	1.17315	-0.03157	-0.04127	117.50861	0.00035
22	3.34444	1.18190	-0.04843	-1.18362	117.50731	0.01007
23	3.47778	1.23823	0.14100	0.59873	117.50723	0.00510
24	3.17778	1.17634	0.02933	0.52028	117.50905	0.00443
25	2.80000	1.14362	0.09262	-0.31466	117.50853	0.00268
26	2.63333	1.32775	0.06166	-0.14857	117.50627	0.00126
27	3.52222	1.19199	-0.01748	-0.28673	117.50835	0.00244
28	2.93333	1.14950	0.01971	0.92908	117.50845	0.00791
29	3.20000	1.20112	0.03350	-0.48729	117.50747	0.00415
30	2.80000	1.12380	0.14154	1.28918	117.50935	0.01097
31	2.92222	1.19199	0.13284	0.52254	117.50810	0.00445
32	2.68889	1.25102	0.09208	-0.07047	117.50789	0.00060
33	3.06667	1.31371	0.08823	0.12541	117.50665	0.00107
34	2.74444	1.27694	-0.03085	-0.19466	117.50751	0.00166
35	3.50000	1.22015	-0.01245	0.03612	117.50806	0.00031
36	3.28889	1.11420	0.07886	0.58756	117.50812	0.00500
37	3.14444	1.19513	0.12332	0.26965	117.50797	0.00229
38	2.90000	1.21831	-0.05702	-0.22894	117.50803	0.00195
39	2.65556	1.22851	0.12385	1.04872	117.50664	0.00892
40	3.28889	1.30895	0.13238	0.88490	117.50667	0.00753
41	3.43333	1.19032	0.08282	0.65379	117.50787	0.00556
42	3.17778	1.26826	0.07660	0.86202	117.50719	0.00734
43	2.91111	1.15772	-0.18870	-1.72637	117.50797	0.01469
44	2.62222	1.24140	-0.05868	-1.21187	117.50695	0.01031
45	2.64444	1.38460	0.09685	0.38619	117.50677	0.00329
46	2.98889	1.29384	0.08287	0.70089	117.50691	0.00596
47	2.90000	1.22749	0.05320	-1.52641	117.50735	0.01299
48	2.80000	1.25600	-0.01844	0.40674	117.50835	0.00346
49	2.93333	1.27904	0.13792	1.34455	117.50732	0.01144
50	2.42222	1.27180	-0.05011	-1.47266	117.50697	0.01253
51	2.24444	1.28353	0.20001	2.57501	117.50780	0.02191
52	2.17778	1.37046	0.02518	-0.16398	117.50751	0.00140
53	102.66666	10.74840	0.20956	-0.13392	117.50478	0.00114
54	3.24444	1.19278	-0.20331	-0.96928	130.13840	0.00745
55	2.93333	1.13968	-0.16666	0.20289	130.13966	0.00156
56	2.85556	1.28571	0.19245	0.61147	130.13847	0.00470
57	2.70000	1.25823	0.04858	-0.42267	130.13939	0.00325
58	2.51111	1.26531	0.07877	-0.21929	130.13756	0.00169
59	2.62222	1.22316	-0.00835	0.11342	130.13808	0.00087
60	2.71111	1.28294	-0.17353	-0.57674	130.13911	0.00443
61	2.72222	1.26338	-0.11535	-0.56737	130.13976	0.00436
62	2.84444	1.23535	-0.04326	-0.14974	130.13747	0.00115
63	2.86667	1.18227	-0.04838	0.50951	130.13901	0.00391
64	2.73333	1.15923	0.15348	0.75797	130.13818	0.00582
65	2.64444	1.14471	0.01931	0.74738	130.13928	0.00574
66	2.61111	1.33824	-0.12466	-1.20949	130.13847	0.00929
67	2.64444	1.30092	-0.03554	0.31993	130.14088	0.00246
68	2.54444	1.32530	-0.10735	-0.57575	130.13802	0.00442
69	41.18889	7.16875	-0.09329	0.00000	130.13596	0.00000
DEPENDENT						
5	18.48889	5.91939				

INTERCEPT	10.32887
MULTIPLE CORRELATION	0.78426
STD. ERROR OF ESTIMATE	5.62049

The fifth facet of QWL i.e., 'Advancement on Merit' is also found to be insignificantly influenced by both clusters of IV's (personality attributes organizational characteristics) as obtained statistical value F = 1.19055 is found insignificant (see Table 3.45).

The findings were further confirmed from Table 3.46 where all the statistical t values ranging from as low as t = .00031 to as high as t = .02191 show no influence of IV's on DV viz., 'Advancement on Merit' - an aspect of perceived QWL.

In the light of the findings mentioned in Table 3.45 and Table 3.46, it is advocated that all the null hypotheses proposed to test the influence of independent variables on Dependent Variable viz., Advancement on Merit are accepted.

Table 3.47. Analysis of Variance for the Regression Showing the influence of IV's on EPL - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	348.65305	6.83633	1.35418
Deviation from Regression	38	191.83597	5.04832	
Total	89	540.48901		

It has been observed from Table 3.47 that "effect on personal life dimension" of QWL is also found insignificantly influenced by both independent variables (personality

Table 3.48. Showing Multiple Regression analyses - Effect on Personal Life dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.04159	0.45175	46.97543	0.00962
20	3.76667	1.04988	-0.07267	0.19026	46.97515	0.00405
21	3.48889	1.17315	-0.05640	0.18770	46.97523	0.00400
22	3.34444	1.18190	-0.01217	-0.11912	46.97471	0.00254
23	3.47778	1.23823	-0.10318	-0.51407	46.97468	0.01094
24	3.17778	1.17634	-0.06520	0.54316	46.97541	0.01156
25	2.80000	1.14362	-0.07256	-0.08312	46.97520	0.00177
26	2.63333	1.32775	-0.00298	-0.41597	46.97429	0.00886
27	3.52222	1.19199	0.02686	-0.12568	46.97513	0.00268
28	2.93333	1.14950	0.13460	0.99026	46.97516	0.02108
29	3.20000	1.20112	-0.14349	-0.15879	46.97477	0.00338
30	2.80000	1.12380	-0.06167	0.07120	46.97552	0.00152
31	2.92222	1.19199	0.03604	0.51887	46.97503	0.01105
32	2.68889	1.25102	0.00251	0.14909	46.97494	0.00317
33	3.06667	1.31371	0.00370	0.06137	46.97445	0.00131
34	2.74444	1.27694	-0.10982	-0.55078	46.97479	0.01173
35	3.50000	1.22015	0.01121	0.18540	46.97501	0.00395
36	3.28889	1.11420	0.05438	0.46546	46.97503	0.00991
37	3.14444	1.19513	0.04061	0.15102	46.97497	0.00321
38	2.90000	1.21831	-0.11078	-0.21087	46.97500	0.00449
39	2.65556	1.22851	-0.11076	-0.38248	46.97444	0.00814
40	3.28889	1.30895	0.04629	0.38242	46.97445	0.00814
41	3.43333	1.19032	0.02273	0.42154	46.97493	0.00897
42	3.17778	1.26826	0.00783	-0.31167	46.97467	0.00663
43	2.91111	1.15772	-0.02792	-0.27647	46.97497	0.00589
44	2.62222	1.24140	-0.04913	-0.42552	46.97457	0.00906
45	2.64444	1.38460	-0.01434	0.29157	46.97449	0.00621
46	2.98889	1.29384	-0.04056	0.16880	46.97455	0.00359
47	2.90000	1.22749	-0.10252	-0.62052	46.97472	0.01321
48	2.80000	1.25600	0.06462	0.94222	46.97512	0.02006
49	2.93333	1.27904	0.10314	-0.02070	46.97471	0.00044
50	2.42222	1.27180	-0.04151	-0.04021	46.97457	0.00086
51	2.24444	1.28353	-0.09149	0.72186	46.97491	0.01537
52	2.17778	1.37046	-0.10920	-0.19053	46.97479	0.00406
53	102.66666	10.74840	-0.09346	-0.09449	46.97369	0.00201
54	3.24444	1.19278	-0.10610	-0.08070	52.02412	0.00155
55	2.93333	1.13968	-0.16029	-0.48989	52.02662	0.00942
56	2.85556	1.28571	-0.01292	0.02995	52.02414	0.00058
57	2.70000	1.25823	-0.26380	-1.22410	52.02451	0.02353
58	2.51111	1.26531	-0.02699	-0.16737	52.02378	0.00322
59	2.62222	1.22316	-0.15797	-0.83422	52.02398	0.01604
60	2.71111	1.28294	-0.05789	0.19509	52.02439	0.00375
61	2.72222	1.26338	-0.05694	-0.92957	52.02465	0.01787
62	2.84444	1.23535	-0.19250	-0.67014	52.02374	0.01288
63	2.86667	1.18227	0.06119	0.00000	52.02435	0.00000
64	2.73333	1.15923	0.01862	0.00000	52.02403	0.00000
65	2.64444	1.14471	0.06231	0.67275	52.02446	0.01293
66	2.61111	1.33824	-0.20404	-0.76248	52.02414	0.01466
67	2.64444	1.30092	-0.19050	-0.69556	52.02511	0.01337
68	2.54444	1.32530	-0.06865	0.14527	52.02396	0.00279
69	41.18889	7.16875	-0.23934	0.21485	52.02314	0.00413
DEPENDENT						
6	8.48889	2.46433				

INTERCEPT	14.30545
MULTIPLE CORRELATION	0.80316
STD. ERROR OF ESTIMATE	2.24685

attributes and organizational characteristics) as F = 1.35418 is found insignificant at 0.5 level. Table 3.48 further reveals to the obtained fact none of the IV's have influence on dependent variable viz., i.e., Effect on personal life (a QWL facet).

It is witnessed from the above findings that all independent variables and the dependent variable (i.e. effect on personal life) are found to be independent to each other, hence, all proposed null hypotheses stand accepted (pp.40-46).

Table 3.49. Analysis of Variance for the Regression Showing the influence of IV's on UMR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	602.85614	11.82071	0.85929
Deviation from Regression	38	522.74408	13.75642	
Total	89	1125.60022		

Seventh facet of QWL namely, "union management relations" is not found to be the function of either of the clusters of independent variables namely, personality attributes and organizational characteristics and this observation is extracted from the obtained value F = 0.85929 which is very low and highly insignificant (Table 3.49).

Table 3.50. Showing Multiple Regression Analyses - Union Management Relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.07646	0.16102	77.54438	0.00208
20	3.76667	1.04988	-0.25760	-1.27159	77.54392	0.01640
21	3.68889	1.17315	-0.14974	-0.62990	77.54404	0.00554
22	3.34444	1.18190	0.00160	0.10193	77.54319	0.00131
23	3.67778	1.23823	0.13983	0.39915	77.54314	0.00515
24	3.17778	1.17634	-0.04405	-0.10425	77.54433	0.00134
25	2.80000	1.14362	-0.05746	-0.91844	77.54399	0.01184
26	2.63333	1.32775	0.06472	0.14092	77.54250	0.00182
27	3.52222	1.19199	-0.02863	-0.28143	77.54388	0.00363
28	2.93333	1.14950	0.13853	0.29759	77.54394	0.00384
29	3.20000	1.20112	-0.05050	-0.10165	77.54329	0.00131
30	2.80000	1.12380	0.00900	0.35056	77.54453	0.00452
31	2.92222	1.19199	-0.08270	-0.84712	77.54371	0.01092
32	2.68889	1.25102	-0.00707	-0.73263	77.54357	0.00945
33	3.06667	1.31371	0.08802	0.14705	77.54275	0.00190
34	2.74444	1.27694	0.04503	-0.70135	77.54332	0.00904
35	3.50000	1.22015	-0.13724	-0.62174	77.54368	0.00802
36	3.28889	1.11420	-0.19396	-0.75158	77.54372	0.00969
37	3.14444	1.19513	-0.21995	-1.15328	77.54362	0.01487
38	2.90000	1.21831	0.11307	0.63925	77.54366	0.00824
39	2.65556	1.22851	-0.01697	-0.37007	77.54274	0.00477
40	3.28889	1.30895	0.04007	-0.18971	77.54276	0.00245
41	3.43333	1.19032	-0.08122	-0.42014	77.54356	0.00542
42	3.17778	1.26826	-0.16043	0.26819	77.54311	0.00346
43	2.91111	1.15772	-0.18230	-1.16392	77.54362	0.01501
44	2.62222	1.24140	-0.08246	-0.50532	77.54295	0.00652
45	2.64444	1.38460	-0.10770	-0.65105	77.54283	0.00840
46	2.98889	1.29384	-0.06740	-0.08556	77.54292	0.00110
47	2.90000	1.22749	-0.00875	-0.52545	77.54321	0.00678
48	2.80000	1.25600	0.03069	-0.42289	77.54387	0.00545
49	2.93333	1.27904	-0.07806	-0.42324	77.54319	0.00546
50	2.42222	1.27180	-0.14458	-0.57038	77.54295	0.00736
51	2.24444	1.28353	0.05957	0.22306	77.54351	0.00288
52	2.17778	1.37046	-0.04242	0.13320	77.54332	0.00172
53	102.66666	10.74840	-0.16696	0.21051	77.54151	0.00271
54	3.24444	1.19278	-0.04450	-0.18634	85.87846	0.00217
55	2.93333	1.13968	0.01774	0.07009	85.87929	0.00082
56	2.85556	1.28571	-0.11992	-0.13506	85.87850	0.00157
57	2.70000	1.25823	-0.00804	0.13801	85.87911	0.00161
58	2.51111	1.26531	0.14133	0.60110	85.87791	0.00700
59	2.62222	1.22316	-0.08627	-0.74390	85.87823	0.00866
60	2.71111	1.28294	0.04285	0.02978	85.87892	0.00035
61	2.72222	1.26338	-0.07252	-0.74221	85.87935	0.00864
62	2.84444	1.23535	0.11151	0.35703	85.87784	0.00416
63	2.86667	1.18227	0.06093	0.12925	85.87885	0.00151
64	2.73333	1.15923	-0.06650	-0.14081	85.87831	0.00164
65	2.64444	1.14471	-0.06127	-0.83129	85.87904	0.00968
66	2.61111	1.33824	0.08499	0.45675	85.87850	0.00532
67	2.64444	1.30092	0.10395	-0.68609	85.88010	0.00799
68	2.54444	1.32530	0.08201	0.13627	85.87820	0.00159
69	41.18889	7.16875	0.03623	0.06201	85.87685	0.00072
DEPENDENT						
7	6.40000	3.55629				

INTERCEPT	18.16615
MULTIPLE CORRELATION	0.73184
STD. ERROR OF ESTIMATE	3.70897

The Table 3.50 confirms the above findings (Table 3.49) as none of the 't' values are significant, hence, the rejection of all the null hypotheses (pp.40-46) obliterated.

Table 3.51. Analysis of Variance for the Regression Showing the influence of IV's on SR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	567.74719	11.13230	0.98882
Deviation from Regression	38	427.80849	11.25812	
Total	89	995.55566		

Table 3.51 shows that eighth facet of QWL, i.e., self respect is not found to be influenced by independent variables (personality attributes and organizational characteristics) as obtained statistical value (F = 0.98882) is statistically rendered highly insignificant.

In continuation of the Table 3.51, Table 3.52 describes the fact that self respect is not the function of either of the IV's. In view of the above finding, it is confirmed that all the null hypotheses pertaining to the influence of independent variables on dependent one i.e. self respect stand accepted.

Table 3.52. Showing Multiple Regression Analyses - Self Respect dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.86667	0.88432	0.08231	-0.07802	70.15044	0.00111
20	3.76667	1.04988	0.05973	0.23371	70.15003	0.00333
21	3.48889	1.17315	0.12950	1.12443	70.15015	0.01603
22	3.34444	1.18190	0.13675	-0.65218	70.14937	0.00930
23	3.47778	1.23823	0.10973	-0.17904	70.14932	0.00255
24	3.17778	1.17634	-0.00730	-0.34429	70.15041	0.00491
25	2.80000	1.14362	-0.15863	-0.84751	70.15010	0.01208
26	2.63333	1.32775	-0.13832	-0.34377	70.14875	0.00490
27	3.52222	1.19199	0.00157	-0.00343	70.14999	0.00005
28	2.93333	1.14950	-0.03410	0.79843	70.15005	0.01138
29	3.20000	1.20112	-0.08391	-0.91809	70.14947	0.01309
30	2.80000	1.12380	-0.00598	1.17381	70.15058	0.01673
31	2.92222	1.19199	0.07203	-0.38806	70.14984	0.00553
32	2.68889	1.25102	-0.00209	0.07898	70.14972	0.00113
33	3.06667	1.31371	0.05285	-0.10877	70.14897	0.00155
34	2.74444	1.27694	-0.17598	-0.38655	70.14950	0.00551
35	3.58000	1.22015	0.11839	0.81142	70.14982	0.01157
36	3.28889	1.11420	0.04288	-0.31806	70.14986	0.00453
37	3.14444	1.19513	0.04810	0.31804	70.14976	0.00453
38	2.90000	1.21831	0.09651	0.24999	70.14980	0.00356
39	2.65556	1.22851	0.15010	0.48121	70.14896	0.00686
40	3.28889	1.30895	-0.01996	-0.94133	70.14899	0.01342
41	3.43333	1.19032	0.07714	-0.27165	70.14970	0.00387
42	3.17778	1.26826	0.08594	0.41044	70.14931	0.00585
43	2.91111	1.15772	0.15315	-0.31068	70.14976	0.00443
44	2.62222	1.24140	0.03127	-0.68506	70.14915	0.00977
45	2.64444	1.38460	0.05122	0.21230	70.14905	0.00303
46	2.98889	1.29384	-0.00721	-0.61500	70.14913	0.00877
47	2.90000	1.22749	0.05200	0.15233	70.14939	0.00217
48	2.80000	1.25600	0.12839	0.35886	70.14999	0.00512
49	2.93333	1.27904	0.32657	0.59754	70.14937	0.00852
50	2.42222	1.27180	-0.00382	-0.85359	70.14916	0.01217
51	2.24444	1.28353	0.00814	0.33176	70.14967	0.00473
52	2.17778	1.37046	0.18984	1.25181	70.14949	0.01784
53	102.66666	10.74840	0.17743	0.02613	70.14786	0.00037
54	3.24444	1.19278	-0.07573	0.43812	77.68987	0.00564
55	2.93333	1.13968	-0.16999	-0.64195	77.69062	0.00826
56	2.85556	1.28571	-0.11003	-0.10161	77.68991	0.00131
57	2.78000	1.25823	-0.17889	0.40495	77.69046	0.00521
58	2.51111	1.26531	-0.12007	-0.35106	77.68936	0.00452
59	2.62222	1.22316	0.06470	0.58746	77.68967	0.00756
60	2.71111	1.28294	-0.11318	-1.10998	77.69028	0.01429
61	2.72222	1.26338	0.05466	1.25126	77.69067	0.01611
62	2.84444	1.23535	-0.01058	0.38072	77.68930	0.00490
63	2.86667	1.18227	0.03883	-0.09945	77.69022	0.00128
64	2.73333	1.15923	-0.12365	-1.01431	77.68974	0.01306
65	2.64444	1.14471	0.00326	0.70761	77.69038	0.00911
66	2.61111	1.33824	0.02957	-0.41003	77.68991	0.00528
67	2.64444	1.30092	-0.01004	0.54230	77.69135	0.00698
68	2.54444	1.32530	-0.07830	-0.01972	77.68963	0.00025
69	41.18889	7.16875	-0.13720	-0.14580	77.68841	0.00188
DEPENDENT						
8	12.22222	3.34455				

INTERCEPT	13.56697
MULTIPLE CORRELATION	0.75517
STD. ERROR OF ESTIMATE	3.35531

Table 3.53. Analysis of Variance for the Regression Showing the influence of IV's on SR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	13232.44336	259.45969	1.6914
Deviation from Regression	38	8433.11133	221.92398	
Total	89	21665.55469		

The other determinant of QWL i.e., "Supervisory relationship" is again found to be insignificantly influenced by both the independent variables viz., personality attributes and organizational characteristics as evident from Table 3.53 that obtained statistical value F = 1.6914 is low and highly insignificant even at .05 level of confidence.

The comprehensive picture of the findings as shown in Table 3.54 show the influence of all independent variables on the dependent variable i.e. "supervisory relationship". The Table 3.54 shows that all the statistical t values ranging from lowest t = .00020 to highest t = .01855 are found to be highly insignificant, hence, all the null hypotheses pertaining to the influence of independent variable on dependent one i.e. supervisory relationship stand accepted.

Table 3.54. Showing Multiple Regression Analyses - Supervisory Relationship dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.14034	-5.77629	311.45813	0.01855
20	3.76667	1.04988	0.04504	2.86446	311.45630	0.00920
21	3.48889	1.17315	-0.12386	-1.85077	311.45679	0.00594
22	3.34444	1.18190	-0.10169	-1.17637	311.45334	0.00378
23	3.47778	1.23823	0.02781	-0.79061	311.45313	0.00254
24	3.17778	1.17634	-0.04074	0.31086	311.45795	0.00100
25	2.80000	1.14362	-0.00315	1.35230	311.45657	0.00434
26	2.63333	1.32775	-0.02911	-1.44018	311.45059	0.00462
27	3.52222	1.19199	0.00940	0.37708	311.45612	0.00121
28	2.93333	1.14950	-0.02360	-0.36451	311.45636	0.00117
29	3.20000	1.20112	-0.08993	-3.05083	311.45377	0.00980
30	2.80000	1.12380	-0.09740	-2.62012	311.45874	0.00841
31	2.92222	1.19199	-0.10056	-0.67747	311.45544	0.00218
32	2.68889	1.25102	0.01337	-2.19839	311.45490	0.00706
33	3.06667	1.31371	0.10397	0.51322	311.45160	0.00165
34	2.74444	1.27694	-0.05859	1.55416	311.45389	0.00499
35	3.50000	1.22015	0.00708	-1.48602	311.45532	0.00477
36	3.28889	1.11420	-0.03670	-3.66488	311.45551	0.01177
37	3.14444	1.19513	0.11636	0.99123	311.45508	0.00318
38	2.90000	1.21831	-0.12886	-1.38509	311.45526	0.00445
39	2.65556	1.22851	-0.17006	-2.60143	311.45157	0.00835
40	3.28889	1.30895	0.06669	1.72568	311.45163	0.00554
41	3.43333	1.19032	0.17142	2.22409	311.45483	0.00714
42	3.17778	1.26826	0.04625	-0.81994	311.45303	0.00263
43	2.91111	1.15772	-0.07043	-3.31983	311.45508	0.01066
44	2.62222	1.24140	-0.00780	0.11353	311.45239	0.00036
45	2.64444	1.38460	-0.16846	0.29162	311.45193	0.00094
46	2.98889	1.29384	0.09363	-1.13347	311.45227	0.00364
47	2.90000	1.22749	0.15430	-0.90614	311.45343	0.00291
48	2.80000	1.25600	-0.07110	-2.70524	311.45609	0.00869
49	2.93333	1.27904	0.03735	2.02811	311.45334	0.00651
50	2.42222	1.27180	-0.14181	-3.15384	311.45242	0.01013
51	2.24444	1.28353	-0.00723	-1.21677	311.45465	0.00391
52	2.17778	1.37046	0.18783	3.73007	311.45389	0.01198
53	102.66666	10.74840	-0.05309	0.21547	311.44662	0.00069
54	3.24444	1.19278	-0.41894	-5.92718	344.93207	0.01718
55	2.93333	1.13968	-0.14575	-0.26738	344.93542	0.00078
56	2.85556	1.28571	0.04139	0.18961	344.93228	0.00055
57	2.70000	1.25823	-0.01030	1.55003	344.93472	0.00449
58	2.51111	1.26531	-0.02972	-0.86702	344.92987	0.00251
59	2.62222	1.22316	-0.18160	0.09965	344.93118	0.00029
60	2.71111	1.28294	-0.04335	-1.52017	344.93396	0.00441
61	2.72222	1.26338	-0.06124	-0.28945	344.93567	0.00084
62	2.84444	1.23535	-0.01159	0.69070	344.92960	0.00200
63	2.86667	1.18227	0.11066	0.20620	344.93365	0.00060
64	2.73333	1.15923	-0.05135	-1.15665	344.93152	0.00335
65	2.64444	1.14471	0.11331	-1.22457	344.93442	0.00355
66	2.61111	1.33824	-0.00227	-1.00193	344.93228	0.00290
67	2.64444	1.30092	-0.04921	2.99834	344.93866	0.00869
68	2.54444	1.32530	-0.22490	-5.42646	344.93103	0.01573
69	41.18889	7.16875	-0.16694	0.06801	344.92560	0.00020
DEPENDENT						
9	53.22222	15.60235				

INTERCEPT	139.34303
MULTIPLE CORRELATION	0.78151
STD. ERROR OF ESTIMATE	14.89711

Table 3.55. Analysis of Variance for the Regression Showing the influence of IV's on IGR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	6236.04688	122.27543	0.66877
Deviation from Regression	38	6947.74023	182.83527	
Total	89	13183.78711		

It is evident from Table 3.55 that the tenth aspect of QWL i.e. Intra group relation is also found to have been insignificantly influenced by both independent variable (personality attributes and organizational characteristics) as obtained statistical value F = 0.66877 is highly insignificant even at .05 level of confidence.

The findings were further confirmed from the Table 3.56 which shows the influence of each independent variable on dependent variable i.e., "Intra group relation" and all the given statistical t values there are found to be very low and insignificant.

Therefore, consequently all the null hypotheses pertaining to the influence of IV's on DV (Intra group relation) are rendered accepted.

Table 3.56. Showing Multiple Regression Analyses - Intra-Group Relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.14977	-4.13464	282.70111	0.01463
20	3.76667	1.04988	-0.06979	0.20661	282.69946	0.00073
21	3.48889	1.17315	-0.08899	1.30696	282.69989	0.00462
22	3.34444	1.18190	0.00957	-0.25141	282.69678	0.00089
23	3.47778	1.23823	-0.11607	-2.01578	282.69659	0.00713
24	3.17778	1.17634	-0.03263	2.13952	282.70096	0.00757
25	2.80000	1.14362	-0.04246	0.24684	282.69971	0.00087
26	2.63333	1.32775	-0.08513	-1.42109	282.69427	0.00503
27	3.52222	1.19199	-0.10093	0.44622	282.69931	0.00158
28	2.93333	1.14950	-0.15141	1.21494	282.69952	0.00430
29	3.20000	1.20112	-0.13174	-1.88262	282.69717	-0.00666
30	2.80000	1.12380	0.01758	0.79323	282.70169	0.00281
31	2.92222	1.19199	0.04637	-0.46366	282.69870	0.00164
32	2.68889	1.25102	-0.00700	-1.18998	282.69818	0.00421
33	3.06667	1.31371	0.26671	3.37695	282.69519	0.01195
34	2.74444	1.27694	0.02708	-1.15418	282.69727	0.00408
35	3.50000	1.22015	0.12749	0.97655	282.69858	0.00345
36	3.28889	1.11420	-0.20937	-2.33351	282.69873	0.00825
37	3.14444	1.19513	-0.06515	-0.87020	282.69836	0.00308
38	2.98000	1.21831	-0.05175	-0.23658	282.69852	0.00084
39	2.65556	1.22851	0.10351	-0.70627	282.69516	0.00250
40	3.28889	1.30895	0.07216	1.65262	282.69525	0.00585
41	3.43333	1.19032	-0.28776	-1.49780	282.69812	0.00530
42	3.17778	1.26826	-0.14527	-0.19680	282.69650	0.00070
43	2.91111	1.15772	0.01618	-1.97886	282.69836	0.00700
44	2.62222	1.24140	0.04981	0.47393	282.69592	0.00168
45	2.64444	1.38460	-0.05057	1.80484	282.69550	0.00638
46	2.98889	1.29384	-0.07463	-0.51214	282.69583	-0.00181
47	2.90000	1.22749	-0.11529	-0.88357	282.69687	0.00313
48	2.80000	1.25600	-0.06439	-1.34614	282.69928	0.00476
49	2.93333	1.27904	-0.09710	0.22070	282.69681	0.00078
50	2.42222	1.27180	-0.21894	-1.24763	282.69595	-0.00441
51	2.24444	1.28353	-0.05901	-0.90055	282.69797	0.00319
52	2.17778	1.37046	0.09257	2.31347	282.69727	0.00818
53	102.66666	10.74840	-0.17003	-0.19020	282.69067	0.00067
54	3.24444	1.19278	-0.18037	-2.71040	313.08441	-0.00866
55	2.93333	1.13968	-0.05065	-0.33373	313.08743	-0.00107
56	2.85556	1.28571	-0.08448	0.00000	313.08459	0.00000
57	2.70000	1.25823	-0.15988	-0.15114	313.08682	0.00048
58	2.51111	1.26531	-0.04882	-0.45089	313.08240	-0.00144
59	2.62222	1.22316	-0.10266	0.62190	313.08362	0.00199
60	2.71111	1.28294	-0.09449	-1.25996	313.08612	0.00402
61	2.72222	1.26338	-0.15763	-0.22579	313.08765	0.00072
62	2.84444	1.23535	-0.05997	-0.07697	313.08215	0.00025
63	2.86667	1.18227	0.11473	0.56299	313.08588	0.00180
64	2.73333	1.15923	0.00069	1.31239	313.08389	0.00419
65	2.64444	1.14471	0.07593	-0.58146	313.08652	0.00186
66	2.61111	1.33824	-0.08941	-2.20264	313.08459	0.00704
67	2.64444	1.30092	-0.08859	1.09637	313.09039	0.00350
68	2.54444	1.32530	-0.12131	-2.79811	313.08347	0.00894
69	41.18889	7.16875	-0.18647	0.10611	313.07855	0.00034
DEPENDENT						
10	39.41111	12.17097				

INTERCEPT	103.27348
MULTIPLE CORRELATION	0.68776
STD. ERROR OF ESTIMATE	13.52166

Table 3.57. Analysis of variance for the Regression Showing the influence of IV's on A - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	564.79449	11.07440	1.24466
Deviation from Regression	38	338.10577	8.89752	
Total	89	902.90027		

Apathy - a QWL determinant is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = 3.57 is found low and insignificant at .05 level of confidence (Table 3.57).

It has been proved from Table 3.58 as all the statistical t-values ranging from as low as t = .00003 to as high as t = .01736 are very low and subsequently there is no influence of IV's on dependent variable viz., Apathy.

In the light of the above findings, it is advocated that all proposed null hypotheses advocating no influence of independent variables on dependent one stand accepted.

Table 3.58. Showing Multiple Regression Analyses - Apathy dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.03510	-0.50078	62.36372	0.00803
20	3.76667	1.04988	0.00821	0.17813	62.36336	0.00286
21	3.48889	1.17315	-0.00179	0.20846	62.36346	0.00334
22	3.34444	1.18190	-0.17699	-1.08264	62.36277	0.01736
23	3.47778	1.23823	0.00006	0.18212	62.36272	0.00292
24	3.17778	1.17634	0.03958	0.58635	62.36369	0.00940
25	2.80000	1.14362	-0.02344	-0.16081	62.36341	0.00258
26	2.63333	1.32775	0.13523	-0.14056	62.36222	0.00225
27	3.52222	1.19199	-0.00020	0.30726	62.36332	0.00493
28	2.93333	1.14950	-0.02823	0.67378	62.36337	0.01080
29	3.20000	1.20112	0.01351	0.04143	62.36285	0.00066
30	2.80000	1.12380	0.09857	0.28335	62.36385	0.00454
31	2.92222	1.19199	0.09204	0.34053	62.36319	0.00546
32	2.68889	1.25102	0.10546	0.00186	62.36308	0.00003
33	3.06667	1.31371	0.22073	0.29182	62.36242	0.00468
34	2.74444	1.27694	-0.02238	-0.87387	62.36288	0.01401
35	3.50000	1.22015	0.06794	0.00191	62.36316	0.00003
36	3.28889	1.11420	0.01330	0.53006	62.36320	0.00850
37	3.14444	1.19513	-0.15614	-0.33411	62.36311	0.00536
38	2.90000	1.21831	-0.15433	-0.42637	62.36315	0.00684
39	2.65556	1.22851	0.03819	-0.06456	62.36241	0.00104
40	3.28889	1.30895	0.11912	0.09089	62.36242	0.00146
41	3.43333	1.19032	-0.20656	-1.02533	62.36306	0.01644
42	3.17778	1.26826	-0.16077	0.10055	62.36271	0.00161
43	2.91111	1.15772	-0.11762	-0.48025	62.36311	0.00770
44	2.62222	1.24140	0.03467	-0.47168	62.36258	0.00756
45	2.64444	1.38460	-0.01631	0.22240	62.36248	0.00357
46	2.98889	1.29384	0.03081	-0.05349	62.36255	0.00086
47	2.90000	1.22749	-0.06983	-0.11150	62.36279	0.00179
48	2.80000	1.25600	0.12751	0.79867	62.36332	0.01281
49	2.93333	1.27904	-0.07226	-0.32405	62.36277	0.00520
50	2.42222	1.27180	-0.05104	-0.30755	62.36258	0.00493
51	2.24444	1.28353	-0.06211	0.43500	62.36303	0.00698
52	2.17778	1.37046	0.00566	0.18668	62.36287	0.00299
53	102.66666	10.74840	-0.02035	0.03531	62.36142	0.00057
54	3.24444	1.19278	-0.15556	-0.58413	69.06626	0.00846
55	2.93333	1.13968	-0.00681	0.07642	69.06693	0.00111
56	2.85556	1.28571	-0.05789	-0.79351	69.06631	0.01149
57	2.70000	1.25823	0.03392	0.38565	69.06679	0.00558
58	2.51111	1.26531	0.02007	0.13766	69.06582	0.00199
59	2.62222	1.22316	-0.27052	-0.75272	69.06609	0.01090
60	2.71111	1.28294	-0.26177	-1.02798	69.06664	0.01488
61	2.72222	1.26338	-0.17172	-0.49240	69.06698	0.00713
62	2.84444	1.23535	-0.08224	-0.35250	69.06577	0.00510
63	2.86667	1.18227	0.10921	0.23152	69.06658	0.00335
64	2.73333	1.15923	-0.21849	-0.69763	69.06615	0.01010
65	2.64444	1.14471	-0.08752	0.21738	69.06673	0.00315
66	2.61111	1.33824	-0.03031	-0.03719	69.06651	0.00054
67	2.64444	1.30092	0.12636	-0.68860	69.06758	0.00997
68	2.54444	1.32530	0.15518	0.73226	69.06606	0.01060
69	41.18889	7.16875	-0.15063	0.11108	69.06496	0.00161
DEPENDENT						
11	6.30000	3.18511				

INTERCEPT	11.79535
MULTIPLE CORRELATION	0.79091
STD. ERROR OF ESTIMATE	2.98287

Table 3.59. Analysis of variance for the Regression Showing the influence of IV's on CM - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1188.99609	21.31365	1.05787
Deviation from Regression	38	837.45911	22.03840	
Total	89	2026.45520		

Highlights of the Table 3.59 shows that one another QWL facet i.e., Confidence in Management is also found to have no relationship with both IV's namely, personality attributes and organizational characteristics as obtained statistical value F = 1.05787 is highly insignificant even at .05 level of confidence.

Table 3.60 confirms the findings predicted in Table 3.59 as all statistical t-values found to be very low and failed to come up to the level of even .05 level of confidence.

In view of the above findings, it is recommended that all the null hypotheses pertaining to the influence of independent variables on dependent one i.e. "Confidence in Management" found accepted.

Table 3.60. Showing Multiple Regression Analyses - Confidence in Management dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.01296	-0.39718	98.14938	0.00405
20	3.76667	1.04988	0.00441	-0.29738	98.14880	0.00303
21	3.48889	1.17315	0.03216	0.89869	98.14896	0.00916
22	3.34444	1.18190	0.06935	0.55296	98.14787	0.00563
23	3.47778	1.23823	0.09041	0.74890	98.14780	0.00763
24	3.17778	1.17634	-0.15284	-1.44688	98.14932	0.01474
25	2.80000	1.14362	-0.02388	0.18845	98.14889	0.00192
26	2.63333	1.32775	0.04298	0.21233	98.14780	0.00216
27	3.52222	1.19199	0.17079	0.77502	98.14875	0.00790
28	2.93333	1.14950	0.11908	0.77124	98.14882	0.00786
29	3.20000	1.20112	-0.07332	-1.27833	98.14800	-0.01302
30	2.80000	1.12380	0.01970	0.76193	98.14957	0.00776
31	2.92222	1.19199	0.09809	0.49648	98.14854	0.00506
32	2.68889	1.25102	0.06893	-0.51682	98.14835	0.00527
33	3.06667	1.31371	0.17721	0.80253	98.14732	0.00818
34	2.74444	1.27694	0.04612	0.17516	98.14884	0.00178
35	3.50000	1.22015	0.14377	0.99774	98.14849	0.01017
36	3.28889	1.11420	0.01146	0.42763	98.14855	0.00436
37	3.14444	1.19513	-0.05475	-0.40745	98.14842	0.00415
38	2.90000	1.21831	-0.08755	0.71238	98.14848	0.00726
39	2.65556	1.22851	-0.02647	-1.10759	98.14731	0.01128
40	3.28889	1.30895	0.09790	0.10235	98.14734	0.00104
41	3.43333	1.19032	0.06456	-0.03621	98.14834	0.00037
42	3.17778	1.26826	-0.10463	-0.19749	98.14778	0.00201
43	2.91111	1.15772	-0.09320	-1.52045	98.14842	0.01549
44	2.62222	1.24160	-0.04219	-0.43074	98.14757	0.00439
45	2.64444	1.38460	-0.12974	-0.06899	98.14742	0.00070
46	2.98889	1.29384	-0.12280	-0.53123	98.14754	0.00541
47	2.90000	1.22749	0.03395	-0.09680	98.14790	0.00099
48	2.80000	1.25600	0.06824	0.44336	98.14874	0.00452
49	2.93333	1.27904	0.05916	-0.77601	98.14787	0.00791
50	2.42222	1.27180	0.05768	0.60364	98.14758	0.00615
51	2.24444	1.28353	0.00644	0.11255	98.14828	0.00115
52	2.17778	1.37046	-0.02982	0.70130	98.14803	0.00715
53	102.66666	10.74840	0.06214	-0.00520	98.14575	0.00005
54	3.24444	1.19278	-0.27537	-1.31266	108.69798	0.01208
55	2.93333	1.13968	-0.09683	-0.13084	108.69903	0.00120
56	2.85556	1.28571	0.14063	0.34794	108.69804	0.00320
57	2.70000	1.25823	0.05072	0.20740	108.69881	0.00191
58	2.51111	1.26531	-0.01121	-0.08839	108.69728	0.00081
59	2.62222	1.22316	-0.29308	-0.70098	108.69770	0.00645
60	2.71111	1.28294	-0.13659	-1.10418	108.69857	0.01016
61	2.72222	1.26338	-0.09681	0.14754	108.69910	0.00136
62	2.84444	1.23535	0.06349	0.51301	108.69720	0.00472
63	2.86667	1.18227	0.14393	-0.12613	108.69848	0.00116
64	2.73333	1.15923	-0.01110	-0.45022	108.69780	0.00414
65	2.64444	1.14471	-0.03145	0.61876	108.69871	0.00569
66	2.61111	1.33824	-0.15787	-1.00284	108.69804	0.00923
67	2.64444	1.30092	-0.15076	-1.28952	108.70005	0.01186
68	2.54444	1.32530	-0.13963	0.08439	108.69765	0.00078
69	41.18889	7.16875	-0.17536	0.08320	108.69594	0.00077
DEPENDENT						
12	13.52222	4.77170				
INTERCEPT		18.37309				
MULTIPLE CORRELATION		0.76599				
STD. ERROR OF ESTIMATE		4.69451				

Table 3.61. Analysis of variance for the Regression Showing the influence of IV's on MD - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	1081.02551	21.19658	0.85813
Deviation from Regression	38	938.63062	24.70081	
Total	89	2019.65613		

The thirteenth dimension of QWL i.e., Meaningful Development is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistical value F = 0.85813 which is highlighted in Table 3.61. The finding is further witnessed from Table 3.62 which shows that all the statistical t values are very low to get its significance even at 0.05. The findings given in the Table also advocate that there is no influence of independent variables on dependent variable i.e. "meaningful development" - a QWL facet. As a consequence of insignificant findings it is found that all the null hypotheses pertaining to the influence of independent variable on dependent one viz. meaningful development rendered to be accepted.

Table 3.62. Showing Multiple Regression Analyses - Meaningful Development dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.08731	-0.02828	103.90898	0.00027
20	3.76667	1.04988	-0.00996	0.16533	103.90838	0.00159
21	3.48889	1.17315	-0.00679	-0.04684	103.90854	0.00045
22	3.34444	1.18190	-0.19914	-0.30160	103.90739	0.00290
23	3.47778	1.23823	0.09285	0.31653	103.90732	0.00305
24	3.17778	1.17634	-0.07811	0.14385	103.90893	0.00138
25	2.80000	1.14362	0.08497	0.15763	103.90847	0.00152
26	2.63333	1.32775	0.07645	0.20803	103.90647	0.00200
27	3.52222	1.19199	0.09351	0.18611	103.90832	0.00179
28	2.93333	1.14950	0.18002	1.04792	103.90839	0.01009
29	3.20000	1.20112	-0.08876	-1.12271	103.90753	0.01080
30	2.80000	1.12380	-0.11502	-0.27347	103.90919	0.00263
31	2.92222	1.19199	-0.08735	-0.52809	103.90809	0.00508
32	2.68889	1.25102	-0.01994	-0.61729	103.90791	0.00594
33	3.06667	1.31371	0.01125	0.22221	103.90681	0.00214
34	2.74444	1.27694	-0.14073	-1.11752	103.90758	0.01075
35	3.50000	1.22015	-0.04736	0.12058	103.90806	0.00116
36	3.28889	1.11420	-0.07870	-1.13566	103.90810	0.01093
37	3.14444	1.19513	-0.16694	-0.70089	103.90797	0.00675
38	2.90000	1.21831	-0.10435	0.08138	103.90803	0.00078
39	2.65556	1.22851	-0.25000	-1.17696	103.90679	0.01133
40	3.28889	1.30895	0.03752	-0.05864	103.90682	0.00056
41	3.43333	1.19032	0.12530	0.61921	103.90788	0.00596
42	3.17778	1.26826	-0.07245	-0.48235	103.90730	0.00464
43	2.91111	1.15772	-0.13858	-0.92269	103.90797	0.00888
44	2.62222	1.24140	-0.00540	0.33820	103.90707	0.00325
45	2.64444	1.38460	-0.15687	0.16757	103.90691	0.00161
46	2.98889	1.29384	-0.02348	-0.02292	103.90704	0.00022
47	2.90000	1.22749	-0.00749	-0.89394	103.90742	0.00860
48	2.80000	1.25600	0.00413	-0.10510	103.90831	0.00101
49	2.93333	1.27904	-0.13327	-0.41145	103.90739	0.00396
50	2.42222	1.27180	-0.10134	-0.69362	103.90709	0.00668
51	2.24444	1.28353	-0.04721	-0.62838	103.90784	0.00605
52	2.17778	1.37046	0.09129	1.31156	103.90756	0.01262
53	102.66666	10.74840	-0.15324	-0.03419	103.90515	0.00033
54	3.24444	1.19278	-0.10419	-0.13261	115.07660	0.00115
55	2.93333	1.13968	0.04291	0.25308	115.07771	0.00220
56	2.85556	1.28571	0.04694	0.67300	115.07667	0.00585
57	2.70000	1.25823	-0.03318	0.90953	115.07748	0.00790
58	2.51111	1.26531	-0.03658	-0.49267	115.07586	0.00428
59	2.62222	1.22316	-0.06526	0.25102	115.07631	0.00218
60	2.71111	1.28294	0.02055	0.01450	115.07722	0.00013
61	2.72222	1.26338	0.03744	-0.25039	115.07779	0.00218
62	2.84444	1.23535	0.06055	0.26360	115.07577	0.00229
63	2.86667	1.18227	0.14058	1.32211	115.07713	0.01149
64	2.73333	1.15923	-0.03676	0.74642	115.07642	0.00649
65	2.64444	1.14471	-0.08672	-0.84530	115.07738	0.00735
66	2.61111	1.33824	0.09567	-0.01390	115.07667	0.00012
67	2.64444	1.30092	0.21560	1.25874	115.07880	0.01094
68	2.54444	1.32530	0.09968	-0.35102	115.07626	0.00305
69	41.18889	7.16875	0.07400	-0.22842	115.07444	0.00199
DEPENDENT						
13	13.12222	4.76369				

INTERCEPT	33.92207
MULTIPLE CORRELATION	0.73161
STD. ERROR OF ESTIMATE	4.96999

Table 3.63. Analysis of Variance for the Regression Showing the influence of IV's on CIP - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.value
Attribution to Regression	51	5899.36963	115.67391	0.96127
Deviation from Regression	38	4572.68604	120.33384	
Total	89	10472.05566		

Table 3.63 speaks of the obtained fact that the QWL dimension namely "Control, Influence and Participation" is not significantly influenced by either of the independent variables (personality attributes and organizational characteristics) as obltained statistical value F = 0.96127 is highly insignificant even at .05 level of confidence.

The findings were further confirmed from Table 3.64 wherein influenced of each independent variable was seen on dependent variable i.e., on 'Control influence and participation' and all the statistical t values found to be very low which are statistically insignificant.

In the light of the above finding pattern, it is found that all the null hypotheses pertaining to the influence of independent variables (personality attributes and organizational characteristics) on dependent one (Control, Influence and Participation) stand accepted.

Table 3.64. Showing Multiple Regression Analyses - Control, Influence and Participation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.09097	-0.56749	229.34615	0.00247
20	3.76667	1.04988	-0.02845	-1.33311	229.34480	0.00581
21	3.48889	1.17315	-0.00245	1.46054	229.34515	0.00637
22	3.34444	1.18190	-0.04942	-1.86537	229.34262	0.00813
23	3.47778	1.23823	-0.00758	0.62024	229.34247	0.00270
24	3.17778	1.17634	0.03826	2.31656	229.34601	0.01010
25	2.80000	1.14362	0.02264	1.13237	229.34499	0.00494
26	2.63333	1.32775	-0.04850	-1.92773	229.34059	0.00841
27	3.52222	1.19199	-0.06165	0.70206	229.34467	0.00306
28	2.93333	1.14950	-0.00691	2.54459	229.34483	0.01110
29	3.20000	1.20112	-0.05519	-1.25124	229.34293	0.00546
30	2.80000	1.12380	0.17789	1.09461	229.34659	0.00477
31	2.92222	1.19199	0.31810	3.20592	229.34418	0.01398
32	2.68889	1.25102	0.10699	0.79277	229.34375	0.00346
33	3.06667	1.31371	0.05808	-1.05329	229.34132	0.00459
34	2.74444	1.27694	0.07431	0.68543	229.34302	0.00299
35	3.50000	1.22015	0.16767	2.37229	229.34409	0.01034
36	3.28889	1.11420	0.03367	1.25734	229.34419	0.00548
37	3.14444	1.19513	0.17387	3.80576	229.34390	0.01659
38	2.90000	1.21831	0.01233	-1.13034	229.34404	0.00493
39	2.65556	1.22851	0.13945	0.15629	229.34131	0.00068
40	3.28889	1.30895	0.06269	0.93471	229.34137	0.00408
41	3.43333	1.19032	-0.05323	0.25586	229.34372	0.00112
42	3.17778	1.26826	-0.08621	-2.45770	229.34241	0.01072
43	2.91111	1.15772	0.00785	-1.20664	229.34390	0.00526
44	2.62222	1.24140	0.04802	-1.80049	229.34192	0.00785
45	2.64444	1.38460	0.17140	3.92191	229.34158	0.01710
46	2.98889	1.29384	-0.00342	-1.82883	229.34184	0.00797
47	2.90000	1.22749	0.07553	0.02805	229.34270	0.00012
48	2.80000	1.25600	0.01484	1.96828	229.34464	0.00858
49	2.93333	1.27904	0.08125	1.61706	229.34262	0.00705
50	2.42222	1.27180	-0.01909	-0.04060	229.34195	0.00018
51	2.24444	1.28353	-0.10644	-2.00963	229.34360	0.00876
52	2.17778	1.37046	0.01545	2.59617	229.34300	0.01132
53	102.66666	10.74840	0.15310	-0.05815	229.33766	0.00025
54	3.24444	1.19278	-0.03898	-0.39076	253.99510	0.00154
55	2.93333	1.13968	0.08301	2.19356	253.99757	0.00864
56	2.85556	1.28571	0.16789	-0.69208	253.99525	0.00272
57	2.70000	1.25823	-0.07697	0.67352	253.99704	0.00265
58	2.51111	1.26531	-0.08532	-2.27716	253.99348	0.00897
59	2.62222	1.22316	-0.19176	-1.17781	253.99446	0.00464
60	2.71111	1.28294	-0.11402	0.52844	253.99649	0.00208
61	2.72222	1.26338	-0.09998	-2.34771	253.99774	0.00924
62	2.84444	1.23535	0.08981	0.89179	253.99329	0.00351
63	2.86667	1.18227	0.10134	0.39424	253.99629	0.00155
64	2.73333	1.15923	-0.06761	0.80414	253.99469	0.00317
65	2.64444	1.14471	-0.04243	1.81377	253.99681	0.00714
66	2.61111	1.33824	-0.13601	-2.84964	253.99525	0.01122
67	2.64444	1.30092	-0.13925	0.39085	253.99995	0.00154
68	2.54444	1.32530	-0.13708	-0.79929	253.99435	0.00315
69	41.18889	7.16875	-0.12401	0.04729	253.99034	0.00019
DEPENDENT						
14	37.72222	10.84728				

INTERCEPT	4.25350
MULTIPLE CORRELATION	0.75056
STD. ERROR OF ESTIMATE	10.96968

Table 3.65. Analysis of Variance for the Regression Showing the influence of IV's on EC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	946.41998	18.55725	0.71504
Deviation from Regression	38	986.20209	25.95269	
Total	89	1932.62207		

The fifteenth dimension of QWL i.e. "Employee Commitment" is no more found to have been influenced by both personality variables and organizational characteristics as obtained F = 0.71504 is highly insignificant at .05 level of confidence (Table 3.65). The findings were further confirmed as in Table 3.66 all the statistical t values found to be very low even at .05 as t values ranging from lowest t = .00002 to highest t = .01248 have advocated no influence of IV's on DV viz., "Employee Commitment".

The above findings ensures the acceptance of all the null hypotheses pertaining to the cause and effect relationship.

Table 3.66. Showing Multiple Regression Analyses - Employee Commitment dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	-0.18777	-1.32895	106.50959	0.01248
20	3.76667	1.04988	-0.06078	0.35922	106.50896	0.00337
21	3.48889	1.17315	-0.17749	0.25262	106.50913	0.00237
22	3.34444	1.18190	-0.16316	-0.42835	106.50796	0.00402
23	3.47778	1.23823	-0.08317	-0.45848	106.50788	0.00430
24	3.17778	1.17634	-0.01704	0.26113	106.50953	0.00245
25	2.80000	1.14362	0.00759	-0.41732	106.50906	-0.00392
26	2.63333	1.32775	0.11489	0.47298	106.50701	0.00444
27	3.52222	1.19199	-0.00463	0.00239	106.50890	0.00002
28	2.93333	1.14950	0.24094	1.16192	106.50898	0.01091
29	3.20000	1.20112	-0.05139	-0.72412	106.50809	-0.00680
30	2.80000	1.12380	-0.00729	-0.15995	106.50980	0.00150
31	2.92222	1.19199	0.11836	0.37127	106.50867	0.00349
32	2.68889	1.25102	0.02707	-0.45015	106.50848	0.00423
33	3.06667	1.31371	0.01493	0.25547	106.50735	0.00240
34	2.74444	1.27694	-0.02866	-0.43478	106.50814	0.00408
35	3.50000	1.22015	-0.12647	-0.20560	106.50864	0.00193
36	3.28889	1.11420	-0.15961	-0.38239	106.50869	0.00359
37	3.14444	1.19513	-0.00076	-1.09329	106.50854	-0.01026
38	2.90000	1.21831	0.07481	0.54628	106.50861	0.00513
39	2.65556	1.22851	-0.07463	-0.43571	106.50735	-0.00409
40	3.28889	1.30895	-0.00876	0.42675	106.50737	0.00401
41	3.43333	1.19032	-0.07117	-0.61886	106.50846	-0.00581
42	3.17778	1.26826	-0.00629	0.64945	106.50785	0.00610
43	2.91111	1.15772	-0.07674	-0.54441	106.50854	0.00511
44	2.62222	1.24140	0.15133	0.68092	106.50763	0.00639
45	2.64444	1.38460	-0.00414	0.14708	106.50747	0.00138
46	2.98889	1.29384	-0.10502	0.28841	106.50759	0.00271
47	2.90000	1.22749	0.03300	-0.25627	106.50799	-0.00241
48	2.80000	1.25600	-0.10635	-0.01268	106.50890	0.00012
49	2.93333	1.27904	-0.20573	-1.03446	106.50796	0.00971
50	2.42222	1.27180	-0.12226	-0.39628	106.50764	0.00372
51	2.24444	1.28353	0.08044	0.17284	106.50840	0.00162
52	2.17778	1.37046	0.05048	0.28142	106.50813	0.00264
53	102.66666	10.74840	-0.09796	0.05419	106.50565	0.00051
54	3.24444	1.19278	-0.13580	-1.06826	117.95670	-0.00906
55	2.93333	1.13968	-0.02355	0.23958	117.95785	0.00203
56	2.85556	1.28571	0.12448	0.69373	117.95677	0.00588
57	2.70000	1.25823	-0.03373	-0.23147	117.95760	0.00196
58	2.51111	1.26531	0.06166	-0.17263	117.95595	0.00146
59	2.62222	1.22316	0.24821	1.20542	117.95641	0.01022
60	2.71111	1.28294	0.06532	-0.26958	117.95734	0.00229
61	2.72222	1.26338	-0.01696	0.17290	117.95792	0.00147
62	2.84444	1.23535	-0.01167	-0.47152	117.95585	0.00400
63	2.86667	1.18227	0.03617	0.61586	117.95724	0.00522
64	2.73333	1.15923	0.16529	0.56529	117.95651	0.00479
65	2.64444	1.14471	0.22880	0.54066	117.95750	0.00458
66	2.61111	1.33824	0.08568	-0.27204	117.95677	0.00231
67	2.64444	1.30092	0.04378	0.00000	117.95895	0.00000
68	2.54444	1.32530	0.01896	-0.87903	117.95635	0.00745
69	41.18889	7.16875	0.14666	0.00000	117.95449	0.00000
DEPENDENT						
15	17.64444	4.65992				

INTERCEPT	21.70795
MULTIPLE CORRELATION	0.69979
STD. ERROR OF ESTIMATE	5.09438

Table 3.67. Analysis of Variance for the Regression Showing the influence of IV's on GLS - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	4067.12744	79.74760	0.83698
Deviation from Regression	38	3620.66309	95.28061	
Total	89	7687.70953		

Table 3.67 speaks of the sixteenth dimension of QWL i.e., "General Life Satisfaction" which is found to be insignificantly influenced by both independent variables viz., personality variables and organizational characteristics as the obtained F = 0.83698 is very low and statistically highly insignificant. The finding is further confirmed from Table 3.68 wherein influence of each independent variable was seen on dependent variable i.e., on "General Life Satisfaction" and here again all the t values found to be very low even at .05 level of confidence as it is evident from Table 3.68 that all the statistical t values ranging from lowest t = .00019 to highest t = .01248 are very low and insignificant. In view of the above findings all the null hypotheses pertaining to the influence of IV's on DV have been found accepted.

Table 3.68. Showing Multiple Regression Analyses - General Life Satisfaction dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.17836	1.12065	204.07978	0.00549
20	3.76667	1.04988	0.14321	2.20610	204.07851	0.01081
21	3.48889	1.17315	0.00524	0.07398	204.07883	0.00036
22	3.34444	1.18198	-0.14142	-0.38637	204.07657	0.00189
23	3.47778	1.23823	-0.05206	-0.73346	204.07643	0.00359
24	3.17778	1.17634	-0.03846	1.26344	204.07959	0.00619
25	2.80000	1.14362	0.04820	0.92013	204.07869	0.00451
26	2.63333	1.32775	-0.03876	0.16833	204.07475	0.00082
27	3.52222	1.19199	0.14333	-0.28125	204.07838	-0.00138
28	2.93333	1.14958	-0.01837	1.17648	204.07854	0.00576
29	3.20000	1.20112	-0.03281	-1.43431	204.07684	0.00703
30	2.80000	1.12388	0.04045	-0.13679	204.08011	0.00067
31	2.92222	1.19199	-0.09014	0.30219	204.07794	0.00148
32	2.68889	1.25102	-0.11066	-0.63482	204.07758	0.00311
33	3.06667	1.31371	0.10442	0.48535	204.07542	0.00238
34	2.74444	1.27694	-0.04777	0.40159	204.07693	0.00197
35	3.50000	1.22015	0.28189	2.32411	204.07787	0.01139
36	3.28889	1.11420	0.29153	1.58999	204.07797	0.00779
37	3.14444	1.19513	0.13792	-0.03892	204.07771	0.00019
38	2.90000	1.21831	-0.15946	-0.90889	204.07782	0.00445
39	2.65556	1.22851	-0.10012	-0.47006	204.07541	0.00230
40	3.28889	1.30895	0.19551	0.97942	204.07545	0.00480
41	3.43333	1.19032	0.16051	1.81476	204.07755	0.00889
42	3.17778	1.26826	0.11208	-1.16739	204.07637	0.00572
43	2.91111	1.15772	0.00805	0.92411	204.07771	0.00453
44	2.62222	1.24140	0.09643	0.85953	204.07594	0.00421
45	2.64444	1.38468	0.16838	2.54668	204.07564	0.01248
46	2.98889	1.29384	0.10894	0.20168	204.07588	0.00099
47	2.90000	1.22749	0.23273	0.65530	204.07663	0.00321
48	2.80000	1.25608	-0.09568	0.75876	204.07837	0.00372
49	2.93333	1.27904	0.02413	0.42133	204.07657	0.00206
50	2.42222	1.27180	-0.05644	-0.82159	204.07597	0.00403
51	2.24444	1.28353	-0.00090	-0.30318	204.07744	-0.00149
52	2.17778	1.37846	0.22722	1.18051	204.07692	0.00578
53	102.66666	10.74840	0.19263	-0.37999	204.07217	0.00186
54	3.24444	1.19278	-0.12158	-0.70006	226.01317	-0.00310
55	2.93333	1.13968	-0.05990	-0.04778	226.01535	-0.00021
56	2.85556	1.28571	0.23475	2.48487	226.01329	0.01099
57	2.70000	1.25823	0.03065	-0.28854	226.01489	0.00128
58	2.51111	1.26531	-0.01824	-0.58820	226.01170	0.00260
59	2.62222	1.22316	-0.00097	0.07420	226.01259	0.00033
60	2.71111	1.28294	0.05777	0.97629	226.01439	0.00432
61	2.72222	1.26338	-0.08447	-1.65234	226.01550	0.00731
62	2.84444	1.23535	-0.07316	-0.35266	226.01154	0.00156
63	2.86667	1.18227	0.15959	1.58146	226.01421	0.00700
64	2.73333	1.15923	0.06375	2.05133	226.01279	0.00908
65	2.64444	1.14471	0.08432	-0.52330	226.01468	-0.00232
66	2.61111	1.33824	0.20472	1.03090	226.01329	0.00456
67	2.64444	1.30092	-0.02245	1.14420	226.01747	0.00506
68	2.54444	1.32530	-0.04913	-0.68484	226.01248	0.00303
69	41.18889	7.16875	0.07234	-0.10129	226.00891	0.00045
DEPENDENT						
16	32.58889	9.29407				

INTERCEPT	15.16043
MULTIPLE CORRELATION	0.72735
STD. ERROR OF ESTIMATE	9.76118

Table 3.69. Analysis of Variance for the Regression Showing the influence of IV's on OC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	3994.08813	78.31545	0.93315
Deviation from Regression	38	3189.20093	83.92634	
Total	89	7183.28906		

The last i.e., the seventeenth dimension of QWL i.e. "Organizational Climate" is also found to be insignificantly influenced by both independent variables viz., personality attributes and organizational characteristics as obtained F= 0.93315 is highly insignificant even at .05 level of confidence (Table 3.69).

Table 3.70 also confirms the findings as obtained t values found to be very low even at .05 level of confidence. t values ranging from as low as t = .00033 to as high as t = .01504 are found to have no influence of IV's on DV viz., organizational climate. Therefore, all the null hypotheses pertaining to the influence of independent variables on dependent one i.e. organizational climate stand accepted.

Table 3.70. Showing Multiple Regression Analyses - Organizational Climate dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.06667	0.88432	0.00641	-1.55412	191.53436	0.00811
20	3.76667	1.04988	0.02637	-0.55832	191.53323	0.00292
21	3.48889	1.17315	0.10438	0.92570	191.53354	0.00483
22	3.34444	1.18190	0.04630	-0.07910	191.53142	0.00041
23	3.47778	1.23823	0.06951	1.52979	191.53130	0.00799
24	3.17778	1.17634	-0.06547	-0.05116	191.53424	0.00027
25	2.80000	1.14362	0.03434	1.51118	191.53340	0.00789
26	2.63333	1.32775	-0.24202	-1.95898	191.52972	0.01023
27	3.52222	1.19199	0.14288	1.31680	191.53313	0.00688
28	2.93333	1.14950	0.05708	1.19434	191.53326	0.00624
29	3.20000	1.20112	0.09746	0.83532	191.53168	0.00436
30	2.80000	1.12380	0.03828	-0.44280	191.53473	0.00231
31	2.92222	1.19199	0.13575	2.88108	191.53270	0.01504
32	2.68889	1.25102	-0.01648	-0.15494	191.53236	0.00081
33	3.06667	1.31371	-0.03757	0.40383	191.53033	0.00211
34	2.74444	1.27694	-0.15088	-1.72688	191.53175	0.00902
35	3.50000	1.22015	0.03383	-0.06707	191.53264	0.00035
36	3.28889	1.11420	-0.08047	-0.90762	191.53273	0.00474
37	3.14444	1.19513	-0.00088	-0.48060	191.53249	0.00251
38	2.90000	1.21831	-0.02135	-1.26101	191.53259	-0.00658
39	2.65556	1.22851	-0.17587	-1.79162	191.53032	0.00935
40	3.28889	1.30895	0.05763	0.74713	191.53036	0.00390
41	3.43333	1.19832	-0.04154	-0.77967	191.53233	0.00407
42	3.17778	1.26826	0.09015	0.60583	191.53123	0.00316
43	2.91111	1.15772	0.08457	0.70192	191.53249	0.00366
44	2.62222	1.24140	-0.07760	-0.49957	191.53082	-0.00261
45	2.64444	1.38460	-0.01070	2.38952	191.53055	0.01248
46	2.98889	1.29384	-0.04165	-0.87727	191.53076	0.00458
47	2.90000	1.22749	0.00632	-0.40997	191.53148	0.00214
48	2.80000	1.25600	-0.06233	-0.69197	191.53310	0.00361
49	2.93333	1.27904	0.07966	1.85169	191.53142	0.00967
50	2.42222	1.27180	-0.05666	-0.46543	191.53085	0.00243
51	2.24444	1.28353	-0.04389	-0.61369	191.53223	0.00320
52	2.17778	1.37046	0.02868	1.75729	191.53174	0.00917
53	102.66666	10.74840	-0.00403	-0.21875	191.52728	0.00114
54	3.24444	1.19278	-0.28210	-2.47877	212.11951	0.01169
55	2.93333	1.13968	0.07733	1.51652	212.12155	0.00715
56	2.85556	1.28571	0.21483	0.29342	212.11963	0.00138
57	2.70000	1.25823	0.00457	0.40094	212.12112	0.00189
58	2.51111	1.26531	-0.00881	-0.06934	212.11813	0.00033
59	2.62222	1.22316	-0.17078	-2.13029	212.11896	0.01004
60	2.71111	1.28294	-0.06659	-0.51289	212.12065	0.00242
61	2.72222	1.26338	-0.01804	-1.60415	212.12170	-0.00756
62	2.84444	1.23535	0.08074	0.86288	212.11798	0.00407
63	2.86667	1.18227	-0.01171	-1.30606	212.12048	0.00616
64	2.73333	1.15923	0.06890	0.73034	212.11916	0.00344
65	2.64444	1.14471	0.08102	0.60165	212.12093	0.00284
66	2.61111	1.33824	-0.03188	-0.67854	212.11963	0.00320
67	2.64444	1.30092	0.08860	-1.09253	212.12355	0.00515
68	2.54444	1.32530	0.04091	0.63551	212.11887	0.00300
69	41.18889	7.16875	0.01265	0.12483	212.11552	0.00059
DEPENDENT						
17	27.91111	8.98394				

INTERCEPT-	49.69920
MULTIPLE CORRELATION	0.74567
STD. ERROR OF ESTIMATE	9.16113

Table 3.71. Analysis of Variance for the Regression Showing the influence of IV's on Total QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	144708.71875	2837.42578	1.00855
Deviation from Regression	38	106908.28125	2813.37573	
Total	89	251617.00000		

It is also evident from Table 3.71 that QWL as a whole is also found to be insignificantly influenced by both independent variables (personality attributes and organizational characteristics) as obtained F = 1.00865 is found insignificant at .05 level of confidence. The findings were further confirmed from the Table 3.72 wherein all the statistical t values ranging from lowest t = .00034 to highest t = .01596 are found statistically very low to be significant. Hence all the null hypotheses pertaining to the influence of (organizational characteristics and personality attributes) on QWL as a whole stand accepted.

The detail descriptions of the two groups namely, Hindu middle level managers and Muslim middle level managers have already been given in the preceeding writings which were especially meant for describing results.

Table 3.72. Showing Multiple Regression Analyses of overall QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
	4.06667	0.88432	0.00196	-9.18191	1108.94861	0.00828
	3.76667	1.04988	-0.01826	2.50999	1108.94214	0.00226
	3.48889	1.17315	-0.08668	6.89366	1108.94385	0.00622
	3.34444	1.18190	-0.07854	-7.68836	1108.93164	0.00693
	3.47778	1.23823	0.02476	1.32095	1108.93091	0.00119
24	3.17778	1.17634	-0.06589	7.52606	1108.94800	0.00679
25	2.80000	1.14362	-0.00140	2.16804	1108.94312	0.00196
26	2.63333	1.32775	-0.07020	-7.80192	1108.92175	0.00704
27	3.52222	1.19199	0.01789	4.11655	1108.94153	0.00371
28	2.93333	1.14950	0.00290	15.70846	1108.94226	0.01417
29	3.20000	1.20112	-0.09349	-11.49924	1108.93311	0.01037
30	2.80000	1.12380	0.05367	6.30695	1108.95081	0.00569
31	2.92222	1.19199	0.10905	6.58865	1108.93909	0.00594
32	2.68889	1.25102	0.03318	-4.82508	1108.93701	0.00435
33	3.06667	1.31371	0.19708	6.27463	1108.92529	0.00566
34	2.74444	1.27694	-0.05214	-3.89351	1108.93359	0.00351
35	3.50000	1.22015	0.12738	6.52173	1108.93860	0.00588
36	3.28889	1.11420	-0.03069	-1.68352	1108.93921	0.00152
37	3.14444	1.19513	0.04581	0.38016	1108.93774	0.00034
38	2.90000	1.21831	-0.09961	-2.09906	1108.93835	0.00189
39	2.65556	1.22851	-0.03246	-7.59740	1108.92517	0.00685
40	3.28889	1.30895	0.15970	9.68915	1108.92554	0.00874
41	3.43333	1.19032	-0.02178	0.70887	1108.93689	0.00064
42	3.17778	1.26826	-0.04695	-1.34084	1108.93054	0.00121
43	2.91111	1.15772	-0.06838	-14.67181	1108.93774	0.01323
44	2.62222	1.24140	0.01961	-5.70947	1108.92822	0.00515
45	2.64444	1.38460	0.02085	15.55388	1108.92651	0.01403
46	2.98889	1.29384	-0.00599	-4.19362	1108.92786	0.00378
47	2.90000	1.22749	0.06795	-6.96917	1108.93188	0.00628
48	2.80000	1.25600	-0.04923	2.47016	1108.94128	0.00223
49	2.93333	1.27904	0.03598	6.92172	1108.93164	0.00624
50	2.42222	1.27180	-0.17303	-9.78846	1108.92834	0.00883
51	2.24444	1.28353	-0.00751	1.73956	1108.93628	0.00157
52	2.17778	1.37046	0.14251	17.70350	1108.93347	0.01596
53	102.66666	10.74840	0.01123	-1.41063	1108.90759	0.00127
54	3.24444	1.19278	-0.35000	-17.06479	1228.13281	-0.01389
55	2.93333	1.13968	-0.07569	4.37384	1228.14478	0.00356
56	2.85556	1.28571	0.14281	2.26162	1228.13354	0.00184
57	2.70000	1.25823	-0.07875	3.63159	1228.14221	0.00296
58	2.51111	1.26531	-0.03571	-6.89428	1228.12500	0.00561
59	2.62222	1.22316	-0.20020	-3.39610	1228.12964	0.00277
60	2.71111	1.28294	-0.14597	-7.77086	1228.13940	0.00633
61	2.72222	1.26338	-0.15246	-8.87758	1228.14551	0.00723
62	2.84444	1.23535	0.02261	3.02634	1228.12402	0.00246
63	2.86667	1.18227	0.17938	5.62173	1228.13843	0.00458
64	2.73333	1.15923	-0.01364	3.04588	1228.13074	0.00248
65	2.64444	1.14471	0.10847	6.53193	1228.14111	0.00532
66	2.61111	1.33824	-0.07398	-14.27870	1228.13354	0.01163
67	2.64444	1.30092	-0.07170	1.59656	1228.15625	0.00130
68	2.54444	1.32530	-0.14250	-10.34340	1228.12915	0.00842
69	41.18889	7.16875	-0.15650	0.46357	1228.10974	0.00038
DEPENDENT						
18	346.29999	53.17102				

INTERCEPT	519.11560
MULTIPLE CORRELATION	0.7583€
STD. ERROR OF ESTIMATE	53.04126

Since, it is a matter of fact that Hindu-Muslim communities in India are highly inter-dependent to each other, hence where ever they are they have to work in coordination with each other, so it is also pertinent to look into the overall picture of the cause and effect relationship irrespective of their religion bias. Therefore the present investigation has also undertaken to study the problem of the present endeavour undertaken the sample as a whole that follows :

Total Sample :

It has been mentioned in the preceeding writing that the researcher has made efforts to analyze the data also undertaking the total sample of the study irrespective of their religious groups working as middle level managers. Since, like previous findings the pattern of results remains the same for the total sample that none of the personality attributes and organizational characteristics are found likely to influence either of the "17-QWL dimensions" and "over all QWL" so, there is no necessity to repeat the description of results, however the tables are being given to highlight the clear picture of the total sample and to affirm what contended by the present researcher. The findings in the form of Tables are being presented for a look and understanding on these that follows :

Table 3.73. Analysis of Variance for the Regression Showing the influence of IV's on EB - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	836.37823	16.39957	0.94354
Deviation from Regression	298	5179.50928	17.38090	
Total	349	6015.88770		

Table 3.73 that highlights F = 1.03423 and all the t statistical values given in Table 3.74 are found to be highly insignificant, hence, IV's found to have no influence on DV i.e., "economic benefits" - a QWL facet. The insignificant findings accept all the proposed null hypotheses.

Table 3.75. Analysis of Variance for the Regression Showing the influence of IV's on PWC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	496.83459	9.74185	0.98048
Deviation from Regression	298	2960.88086	9.93584	
Total	349	3457.71558		

"Physical Working Condition" - dimension of QWL has also been found not to be influenced by either of the

Table 3.74. Showing Multiple Regression Analyses - Economic Benefit dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.89730	-0.04434	0.31394	34.39868	0.00913
20	3.73714	1.10458	-0.09075	0.15818	34.39909	0.00460
21	3.60857	1.20573	-0.02129	0.41949	34.39872	0.01220
22	3.30571	1.17311	0.02602	0.65970	34.39845	0.01918
23	3.50286	1.22005	-0.05534	0.31415	34.39806	0.00913
24	3.08286	1.21664	-0.02819	0.39136	34.39819	0.01138
25	2.84286	1.17319	0.02611	0.63525	34.39837	0.01847
26	2.64000	1.30311	-0.10957	-0.03568	34.39822	0.00104
27	3.57143	1.24816	0.01058	0.68825	34.39825	0.02001
28	2.88286	1.18756	0.01203	0.56013	34.39830	0.01628
29	3.19714	1.21050	-0.03995	0.42894	34.39824	0.01247
30	2.74857	1.19199	0.00661	0.70750	34.39847	0.02057
31	2.78571	1.25870	0.05213	0.53381	34.39800	0.01552
32	2.58000	1.33206	0.02650	0.42898	34.39835	0.01247
33	2.96571	1.28646	0.07243	0.64629	34.39791	0.01879
34	2.95143	1.32225	0.02593	0.52928	34.39771	0.01536
35	3.27429	1.23658	0.09832	0.66642	34.39834	0.01937
36	3.26000	1.20569	-0.06950	0.28268	34.39874	0.00822
37	3.10000	1.18430	-0.02917	0.23066	34.39849	0.00671
38	2.99143	1.22413	-0.04454	0.24717	34.39849	0.00719
39	2.87429	1.25590	0.01742	0.50615	34.39853	0.01471
40	3.17143	1.27690	0.05509	0.88417	34.39859	0.02570
41	3.17429	1.26714	-0.07428	0.22299	34.39825	0.00648
42	3.08857	1.23262	0.00204	0.67010	34.39814	0.01948
43	2.97714	1.18710	-0.05949	0.05433	34.39820	0.00158
44	2.83429	1.26036	-0.01547	0.53391	34.39820	0.01552
45	2.76857	1.30927	-0.04055	0.46142	34.39807	0.01341
46	3.05429	1.29133	-0.13946	-0.16474	34.39832	0.00479
47	3.04286	1.25120	0.02241	0.68810	34.39825	0.02000
48	2.77714	1.24461	-0.06095	0.22631	34.39832	0.00658
49	2.86571	1.31412	-0.04532	0.37082	34.39816	0.01078
50	2.40000	1.29800	0.04743	0.67110	34.39828	0.01951
51	2.21429	1.25642	0.06862	0.70178	34.39859	0.02040
52	2.19000	1.33464	0.05892	0.71267	34.39864	0.02072
53	102.47714	10.72467	-0.05115	-0.48164	34.39761	0.01400
54	3.22000	1.20179	-0.02742	4.32510	230.43509	0.01877
55	2.98571	1.11634	0.02947	4.59261	230.43633	0.01993
56	2.81714	1.26253	0.02263	4.50401	230.43518	0.01955
57	2.57143	1.11221	-0.04459	4.25607	230.43578	0.01847
58	2.52857	1.17568	-0.01340	4.36573	230.43565	0.01895
59	2.63143	1.18667	0.01054	4.66040	230.43584	0.02022
60	2.63429	1.26354	-0.05747	4.22123	230.43465	0.01832
61	2.63714	1.18843	-0.04619	4.27478	230.43599	0.01855
62	2.72286	1.24633	0.02183	4.59019	230.43567	0.01992
63	2.93429	1.22110	0.07878	4.62693	230.43535	0.02008
64	2.94286	1.19557	0.03541	4.53921	230.43694	0.01970
65	2.77143	1.20138	0.02341	4.48014	230.43524	0.01944
66	2.57714	1.30617	-0.02098	4.25886	230.43513	0.01848
67	2.50286	1.25707	-0.00485	4.49938	230.43619	0.01953
68	2.50857	1.27739	-0.01162	4.54682	230.43576	0.01973
69	40.98572	6.70103	-0.00089	-4.43869	230.43553	0.01926
DEPENDENT						
1	14.33429	4.15161				
INTERCEPT		17.59964				
MULTIPLE CORRELATION		0.37286				
STD. ERROR OF ESTIMATE		4.16904				

Table 3.76. Showing Multiple Regression Analyses - Physical Working Condition dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	0.00047	0.38800	26.00806	0.01492
20	3.73714	1.10458	-0.14771	-0.13914	26.00837	0.00535
21	3.60857	1.20573	-0.06456	0.29063	26.00809	0.01117
22	3.20571	1.17311	-0.03519	0.29347	26.00788	0.01128
23	3.50286	1.22005	-0.06206	0.18644	26.00759	0.00717
24	3.08286	1.21664	0.04791	0.50530	26.00769	0.01943
25	2.84286	1.17319	-0.00743	0.23581	26.00783	0.00907
26	2.64000	1.30311	0.03185	0.39157	26.00771	0.01506
27	3.57143	1.24816	-0.02792	0.32508	26.00773	0.01250
28	2.68286	1.18756	-0.03371	0.25366	26.00777	0.00975
29	3.19714	1.21050	-0.03070	0.16252	26.00772	0.00625
30	2.74857	1.19199	0.00083	0.41260	26.00790	0.01586
31	2.78571	1.25870	-0.02614	0.16118	26.00755	0.00620
32	2.58000	1.33206	-0.02652	0.20768	26.00781	0.00799
33	2.96571	1.28646	-0.03463	0.25327	26.00747	0.00974
34	2.95143	1.32225	0.02197	0.49749	26.00732	0.01913
35	3.27429	1.23658	-0.03494	0.10937	26.00780	0.00421
36	3.26000	1.20569	0.02899	0.49969	26.00810	0.01921
37	3.10000	1.19430	0.00231	0.12977	26.00792	0.00499
38	2.99143	1.22413	-0.02639	0.41181	26.00791	0.01583
39	2.87429	1.25590	-0.07789	0.18112	26.00794	0.00696
40	3.17143	1.27990	0.08230	0.61962	26.00799	0.02382
41	3.17429	1.26714	0.03990	0.30565	26.00773	0.01175
42	3.08857	1.23262	0.03522	0.46882	26.00765	0.01803
43	2.97714	1.18710	-0.03637	0.06214	26.00769	0.00239
44	2.83429	1.26036	-0.04554	0.21462	26.00770	0.00825
45	2.76857	1.30927	-0.01677	0.24886	26.00760	0.00957
46	3.05429	1.29133	0.04705	0.47607	26.00779	0.01831
47	3.04286	1.25120	-0.03534	0.13758	26.00774	0.00529
48	2.77714	1.24461	0.03026	0.34576	26.00778	0.01329
49	2.86571	1.31412	-0.03806	0.21520	26.00766	0.00827
50	2.40000	1.29800	-0.01964	0.25102	26.00776	0.00965
51	2.21429	1.25642	0.01314	0.40612	26.00799	0.01562
52	2.18000	1.33464	0.01241	0.36850	26.00803	0.01417
53	102.47714	10.72467	-0.05293	-0.30725	26.00725	0.01181
54	3.22000	1.20179	-0.04333	2.29172	174.22672	0.01315
55	2.98571	1.11634	-0.05475	1.93647	174.22766	0.01113
56	2.81714	1.26253	-0.00723	1.86983	174.22679	0.01073
57	2.57143	1.11221	-0.06244	1.76879	174.22723	0.01015
58	2.52857	1.17668	0.04896	2.17344	174.22714	0.01247
59	2.63143	1.18667	0.01390	2.15514	174.22728	0.01237
60	2.63429	1.26354	-0.11320	2.02403	174.22638	0.01162
61	2.63714	1.18843	-0.05839	1.98641	174.22740	0.01140
62	2.72286	1.24633	0.03625	2.36766	174.22717	0.01359
63	2.83429	1.22110	0.05512	2.25548	174.22691	0.01295
64	2.94286	1.19557	0.01784	2.13910	174.22812	0.01228
65	2.77143	1.20138	-0.02522	1.96500	174.22684	0.01128
66	2.57714	1.30617	-0.09522	1.65675	174.22676	0.00951
67	2.50286	1.25707	-0.02330	2.19094	174.22755	0.01258
68	2.50857	1.27739	-0.13363	1.69407	174.22723	0.00972
69	40.88572	8.70103	-0.08316	-2.11375	174.22707	0.01213
DEPENDENT						
2	12.17143	3.14762				
INTERCEPT		17.28806				
MULTIPLE CORRELATION		0.37906				
STD. ERROR OF ESTIMATE		3.15212				

personality attributes and organizational characteristics and obtained F = 0.98048 (Table 3.75) and all the obtained t values given in Table 3.76 have been rendered statistically highly insignificant and subsequently all the null hypotheses are bound to be accepted.

Table 3.77. Analysis of Variance for the Regression Showing the influence of IV's on MS - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	881.37067	17.28178	1.08224
Deviation from Regression	298	4758.62939	15.96856	
Total	349	5640.00000		

As evident from Table 3.77 (F = 1.08224) and the t values ranging from t = .01451 to t = .04833 given in 3.78 clearly shows that none of the IV's found to influence 'mental state' dimension of QWL, hence, proposed null hypotheses gets their acceptance.

Table 3.78. Showing Multiple Regression Analyses - Mental State dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.89730	-0.02490	-0.84506	32.97148	0.02563
20	3.73714	1.10452	0.06259	-0.63263	32.97187	0.01919
21	3.60857	1.20573	0.09813	-0.39071	32.97151	0.01185
22	3.30571	1.17311	0.02613	-0.81654	32.97125	0.02477
23	3.50286	1.22005	0.05959	-0.59528	32.97088	0.01805
24	3.08286	1.21664	-0.05097	-1.00029	32.97101	0.03034
25	2.84286	1.17319	0.04496	-0.47851	32.97119	0.01451
26	2.64000	1.30311	-0.01914	-0.85558	32.97104	0.02595
27	3.57143	1.24816	0.06224	-0.72026	32.97106	0.02185
28	2.88286	1.18756	0.01681	-0.61156	32.97112	0.01855
29	3.19714	1.21050	-0.04004	-0.88537	32.97105	0.02685
30	2.74857	1.19199	0.04724	-0.39192	32.97128	0.01189
31	2.78571	1.25870	-0.04360	-0.93880	32.97083	0.02847
32	2.58000	1.33206	-0.02729	-0.81342	32.97116	0.02467
33	2.96571	1.28646	0.06870	-0.39061	32.97074	0.01185
34	2.95143	1.32225	-0.07223	-0.96790	32.97054	0.02936
35	3.27429	1.23658	-0.02882	-0.98416	32.97115	0.02985
36	3.26000	1.20569	0.09163	-0.25072	32.97153	0.00760
37	3.10000	1.18430	0.01023	-0.70938	32.97130	0.02152
38	2.99143	1.22413	-0.03843	-1.06793	32.97129	0.03239
39	2.87429	1.25590	0.06073	-0.52827	32.97133	0.01602
40	3.17143	1.27990	0.06070	-0.54597	32.97139	0.01656
41	3.17429	1.26714	-0.02306	-0.93254	32.97106	0.02828
42	3.08857	1.23262	-0.05493	-0.93318	32.97096	0.02830
43	2.97714	1.18710	0.02522	-0.51920	32.97102	0.01575
44	2.83429	1.26036	0.03337	-0.68214	32.97102	0.02069
45	2.76857	1.30927	0.01415	-0.58170	32.97089	0.01764
46	3.05429	1.29133	-0.02815	-0.93635	32.97114	0.02840
47	3.04286	1.25120	0.03532	-0.48947	32.97107	-0.01485
48	2.77714	1.24461	0.01661	-0.66554	32.97113	0.02019
49	2.86571	1.31412	0.08190	-0.42421	32.97098	0.01287
50	2.40000	1.29800	-0.03514	-0.94969	32.97110	0.02880
51	2.21429	1.25642	0.04652	-0.49368	32.97139	0.01497
52	2.18000	1.33464	0.07263	-0.57064	32.97144	0.01731
53	102.47714	10.72467	0.06294	0.70282	32.97046	0.02132
54	3.22000	1.20179	0.01898	-10.13958	220.87433	0.04591
55	2.98571	1.11634	0.01469	-10.35306	220.87553	-0.04687
56	2.81714	1.26253	0.03331	-9.95029	220.87442	0.04505
57	2.57143	1.11221	0.04101	-10.16562	220.87498	0.04602
58	2.52857	1.17668	0.01392	-10.14246	220.87488	-0.04592
59	2.63143	1.18667	0.01742	-10.05707	220.87505	0.04553
60	2.63429	1.26354	0.06497	-10.14118	220.87390	0.04591
61	2.63714	1.18843	0.07437	-9.61931	220.87520	0.04355
62	2.72286	1.24633	0.05310	-10.07960	220.87489	0.04563
63	2.83429	1.22110	0.01576	-9.87636	220.87459	0.04471
64	2.94286	1.19557	-0.05366	-10.29741	220.87610	0.04662
65	2.77143	1.20138	0.00712	-9.82936	220.87448	0.04450
66	2.57714	1.30e17	-0.04957	-10.67583	220.87437	0.04833
67	2.50286	1.25707	0.00964	-9.89357	220.87538	0.04479
68	2.50857	1.27739	-0.00147	-10.22789	220.87498	0.04631
69	40.88572	6.70103	0.04989	10.49840	220.87476	0.04753

DEPENDENT

3	21.00000	4.02001

INTERCEPT	3.86343
MULTIPLE CORRELATION	0.39531
STD. ERROR OF ESTIMATE	3.99e07

Table 3.79. Analysis of Variance for the Regression Showing the influence of IV's on CO - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	2416.22900	47.37704	1.30991
Deviation from Regression	298	10778.12207	36.16819	
Total	349	13194.35156		

One of the QWL facet i.e. "Career Orientation" (DV) failed to received any influence of either personality attributes or organizational characteristics (IV's) as obtained F = 1.30991 given in Table 3.79 and all the t values highlighted in Table 3.80 have been found highly insignificant advocating the acceptance of all the null hypotheses.

Table 3.81. Analysis of Variance for the Regression Showing the influence of IV's on AM - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	2159.95435	42.35205	1.23574
Deviation from Regression	298	10213.26270	34.27269	
Total	349	12373.21680		

Table 3.80. Showing Multiple Regression Analyses - Career Orientation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.98730	0.01711	0.94064	49.62140	0.01896
20	3.73714	1.10458	-0.09937	-0.41314	49.62199	0.00833
21	3.60857	1.20573	-0.01487	0.64242	49.62145	0.01295
22	3.30571	1.17311	0.04615	0.63469	49.62106	0.01279
23	3.50286	1.22005	-0.00178	0.64965	49.62050	0.01309
24	3.08286	1.21664	0.01013	0.62185	49.62069	0.01253
25	2.84286	1.17319	-0.04622	0.26103	49.62096	0.00526
26	2.64000	1.30311	-0.09663	-0.17049	49.62074	0.00344
27	3.57143	1.24816	-0.01435	0.76490	49.62077	0.01541
28	2.88286	1.18756	-0.13521	-0.24270	49.62085	0.00489
29	3.19714	1.21050	-0.02265	0.42659	49.62076	0.00860
30	2.74857	1.19199	-0.02470	0.73043	49.62110	0.01472
31	2.78571	1.25870	0.00733	0.55337	49.62042	0.01115
32	2.58000	1.33206	-0.03075	0.31103	49.62093	0.00627
33	2.96571	1.28646	-0.00584	0.46208	49.62029	0.00931
34	2.95143	1.32225	0.00834	0.27701	49.62000	0.00558
35	3.27429	1.23658	-0.02792	0.43702	49.62091	0.00881
36	3.26000	1.20569	-0.07279	0.41335	49.62148	0.00833
37	3.10000	1.18430	-0.15130	-0.08112	49.62114	0.00163
38	2.99143	1.22413	-0.07367	0.05396	49.62112	0.00109
39	2.87429	1.25590	0.08086	1.03750	49.62118	0.02091
40	3.17143	1.27990	-0.06169	0.30494	49.62128	0.00615
41	3.17429	1.26714	-0.14254	0.06634	49.62077	0.00134
42	3.08857	1.23262	-0.10392	0.31664	49.62062	0.00638
43	2.97714	1.18710	-0.03758	0.19727	49.62070	0.00398
44	2.83429	1.26036	0.06438	0.79085	49.62072	0.01594
45	2.76857	1.30927	0.03585	0.65124	49.62052	0.01312
46	3.05429	1.29133	-0.08913	0.32549	49.62088	0.00656
47	3.04286	1.25120	-0.08878	0.25435	49.62078	0.00513
48	2.77714	1.24461	-0.02499	0.41008	49.62088	0.00826
49	2.86571	1.31412	-0.06582	0.24674	49.62065	0.00497
50	2.40000	1.29800	-0.12637	0.04163	49.62082	0.00084
51	2.21429	1.25642	-0.08449	0.48747	49.62127	0.00982
52	2.18000	1.33464	-0.13160	0.32393	49.62135	0.00653
53	102.47714	10.72467	-0.17491	-0.47030	49.61986	0.00948
54	3.22000	1.20179	0.04533	7.35462	332.41135	0.02213
55	2.98571	1.11634	-0.00426	7.22911	332.41315	0.02175
56	2.81714	1.26253	-0.09004	6.39204	332.41150	0.01923
57	2.57143	1.11221	-0.05046	7.25596	332.41232	0.02183
58	2.52857	1.17668	0.01146	7.18500	332.41217	0.02161
59	2.63143	1.18667	0.00639	7.77220	332.41241	0.02338
60	2.63429	1.26354	-0.15781	6.99521	332.41071	0.02104
61	2.63714	1.18843	-0.08315	6.62889	332.41266	0.01994
62	2.72286	1.24633	0.05132	7.86263	332.41220	0.02365
63	2.83429	1.22110	0.03439	7.55304	332.41171	0.02272
64	2.94286	1.19557	0.02500	7.71432	332.41400	0.02321
65	2.77143	1.20138	0.04754	7.51709	332.41156	0.02261
66	2.57714	1.30617	-0.07019	6.61981	332.41141	0.01991
67	2.50286	1.25707	0.00050	7.64262	332.41293	0.02299
68	2.50857	1.27739	-0.01969	7.52102	332.41232	0.02263
69	40.88572	6.70103	-0.04783	-7.11118	332.41199	0.02139
DEPENDENT						
4	10.15714	5.14867				

INTERCEPT 12.19395

MULTIPLE CORRELATION 0.42793

STD. ERROR OF ESTIMATE 5.01400

Table 3.82. Showing Multiple Regression Analyses - Advancement on Merit dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	0.06018	0.83797	48.30363	0.01838
20	3.73714	1.10459	-0.03365	-0.23162	48.30420	0.00480
21	3.60857	1.20573	-0.00958	0.04340	48.30369	0.00090
22	3.30571	1.17311	-0.05531	-0.43619	48.30330	0.00903
23	3.50286	1.22005	0.01768	0.31455	48.30275	0.00651
24	3.08286	1.21664	0.05242	0.40146	48.30294	0.00831
25	2.84286	1.17319	0.07791	0.42624	48.30320	0.00882
26	2.64000	1.30311	-0.04409	-0.24542	48.30298	0.00508
27	3.57143	1.24816	0.01608	0.35485	48.30301	0.00733
28	2.88286	1.18756	-0.00627	0.04407	48.30309	0.00091
29	3.19714	1.21050	-0.02995	-0.18254	48.30300	0.00378
30	2.74857	1.19199	0.14012	1.00002	48.30333	0.02070
31	2.78571	1.25870	0.09725	0.33723	48.30267	0.00698
32	2.58000	1.33206	-0.01384	-0.28374	48.30316	0.00587
33	2.96571	1.28646	0.01947	0.13188	48.30254	0.00271
34	2.95143	1.32225	0.08313	0.64285	48.30226	0.01329
35	3.27429	1.23658	-0.05155	-0.43261	48.30315	0.00896
36	3.26000	1.20569	0.00515	0.54497	48.30370	0.01128
37	3.10000	1.18430	-0.02540	-0.27986	48.30337	0.00579
38	2.99143	1.22413	0.01141	-0.06650	48.30335	0.00138
39	2.87429	1.25590	0.09370	0.76557	48.30341	0.01591
40	3.17143	1.27990	0.07622	0.56789	48.30350	0.01176
41	3.17429	1.26714	-0.05505	-0.41300	48.30301	0.00855
42	3.08857	1.23262	0.00085	0.33022	48.30286	0.00684
43	2.97714	1.18710	-0.08903	-0.38696	48.30294	0.00801
44	2.83429	1.26036	-0.01873	-0.17531	48.30296	0.00363
45	2.76857	1.30927	0.01484	0.19097	48.30276	0.00395
46	3.05429	1.29133	0.00084	-0.18012	48.30312	0.00373
47	3.04286	1.25120	0.11497	0.87370	48.30303	0.01809
48	2.77714	1.24461	0.02025	0.16819	48.30311	0.00348
49	2.96571	1.31412	0.02401	0.39523	48.30289	0.00824
50	2.40000	1.29800	-0.05895	-0.49277	48.30307	0.01020
51	2.21429	1.25642	0.05808	0.89320	48.30350	0.01849
52	2.18000	1.33464	0.03451	0.06099	48.30357	0.00126
53	102.47714	10.72467	0.06048	-0.10844	48.30213	0.00224
54	3.22000	1.20179	-0.07035	2.94173	323.58362	0.00909
55	2.98571	1.11634	-0.03692	3.25025	323.58539	0.01004
56	2.81714	1.26253	0.04382	3.53711	323.58377	0.01093
57	2.57143	1.11221	0.01675	3.34598	323.58459	0.01034
58	2.52857	1.17668	0.00932	3.32079	323.58444	0.01026
59	2.63143	1.18667	-0.02368	3.44963	323.58469	0.01066
60	2.63429	1.26354	-0.07581	3.09250	323.58301	0.00956
61	2.63714	1.18943	-0.02176	3.75764	323.58490	0.01161
62	2.72286	1.24633	-0.01926	3.13519	323.58447	0.00969
63	2.83429	1.22110	0.03032	3.80950	323.58401	0.01177
64	2.94286	1.19557	0.02956	3.57958	323.58624	0.01106
65	2.77143	1.20138	0.03834	3.40739	323.58386	0.01053
66	2.57714	1.30617	-0.04186	2.84912	323.58371	0.00880
67	2.50286	1.25707	-0.02074	3.55247	323.58517	0.01098
68	2.50857	1.27739	-0.02845	3.49595	323.58459	0.01080
69	40.88572	6.70103	-0.03182	-3.44317	323.58426	0.01064

DEPENDENT

5	19.67143	5.95427

INTERCEPT	17.05751
MULTIPLE CORRELATION	0.41781
STD. ERROR OF ESTIMATE	5.85429

Table 3.81 highlighted the insignificant influence of personality attributes and organizational characteristics on "Advancement on Merit" - a dimension of QWL as obtained F = 1.23574 and all the t values described in table 3.82 are as much low that failed to elicit significance of either of the statistical values even at .05 level of confidence. Again hypotheses pertaining to the influence of IV's on DV found accepted.

Table 3.83. Analysis of Variance for the Regression Showing the influence of IV's on EPL - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	307.53021	6.03000	0.70611
Deviation from Regression	298	2544.83838	8.53973	
Total	349	2852.36865		

The six facet of QWL namely 'effect on personal life' is not found to be the function of either of the clusters of independent variables namely personality attributes and organizational characteristics and this observation is extracted from the obtained result values 'F' and 'ts' which are very low and highly insignificant highlighted in Table 3.83 and Table 3.83 respectively, hence the rejection of all the null hypotheses obliterated.

Table 3.84. Showing Multiple Regression Analyses - Effect on Personal Life dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.89730	0.02518	-0.27059	24.11169	0.01122
20	3.73714	1.10458	-0.02576	-0.34880	24.11197	0.01447
21	3.60857	1.20573	-0.00651	-0.34269	24.11171	0.01421
22	3.30571	1.17311	-0.00495	-0.30938	24.11152	0.01283
23	3.50286	1.22005	-0.04703	-0.38901	24.11125	0.01613
24	3.08286	1.21664	-0.07631	-0.50483	24.11134	0.02094
25	2.84286	1.17319	-0.03160	-0.34506	24.11147	0.01431
26	2.64000	1.30311	-0.04772	-0.46277	24.11136	0.01919
27	3.57143	1.24816	0.03120	-0.19236	24.11138	0.00798
28	2.98286	1.18756	0.02243	-0.31502	24.11142	0.01307
29	3.19714	1.21050	0.02281	-0.25370	24.11137	0.01052
30	2.74857	1.19199	0.05434	-0.15927	24.11154	0.00661
31	2.78571	1.25870	0.01746	-0.37707	24.11121	0.01564
32	2.58000	1.33206	0.05765	-0.15929	24.11146	0.00661
33	2.96571	1.28646	0.04203	-0.28212	24.11114	0.01170
34	2.95143	1.32225	0.02477	-0.26182	24.11100	0.01086
35	3.27429	1.23658	-0.01750	-0.38833	24.11145	0.01611
36	3.26000	1.20569	-0.03064	-0.42143	24.11172	0.01748
37	3.10000	1.19430	0.04815	-0.08251	24.11156	0.00342
38	2.99143	1.22413	-0.02109	-0.52912	24.11155	0.02194
39	2.87429	1.25590	-0.06160	-0.46683	24.11158	0.01936
40	3.17143	1.27990	-0.00293	-0.24430	24.11163	0.01013
41	3.17429	1.26714	0.01939	-0.22033	24.11138	0.00914
42	3.08857	1.23262	-0.02368	-0.45299	24.11131	0.01879
43	2.97714	1.18710	-0.00087	-0.30809	24.11135	0.01278
44	2.83429	1.26036	-0.02684	-0.35885	24.11135	0.01488
45	2.76857	1.30927	-0.05567	-0.40515	24.11126	0.01680
46	3.05429	1.29133	-0.06610	-0.52320	24.11143	0.02170
47	3.04286	1.25120	0.04391	-0.10710	24.11139	0.00444
48	2.77714	1.24461	-0.03449	-0.48901	24.11143	0.02028
49	2.86571	1.31412	0.04961	-0.22520	24.11132	0.00934
50	2.40000	1.29300	-0.07598	-0.43878	24.11140	0.01820
51	2.21429	1.25642	-0.13635	-0.63995	24.11162	0.02654
52	2.18000	1.33464	-0.10287	-0.46857	24.11166	0.01943
53	102.47714	10.72467	-0.05238	0.33321	24.11094	0.01382
54	3.22000	1.20179	-0.01953	-1.33809	161.52301	0.00828
55	2.98571	1.11634	-0.09811	-1.68060	161.52390	0.01040
56	2.81714	1.26253	-0.03356	-1.55676	161.52309	0.00964
57	2.57143	1.11221	-0.03978	-1.60651	161.52350	0.00995
58	2.52857	1.17668	-0.01274	-1.74627	161.52341	0.01081
59	2.63143	1.18667	0.01030	-1.65628	161.52353	0.01025
60	2.63429	1.26354	-0.06389	-1.41410	161.52271	0.00875
61	2.63714	1.18843	-0.07866	-1.65382	161.52365	0.01024
62	2.72286	1.24633	-0.08095	-1.50531	161.52342	0.00932
63	2.83429	1.22110	-0.03345	-1.68274	161.52319	0.01042
64	2.94286	1.19557	0.06364	-1.34505	161.52431	0.00833
65	2.77143	1.20138	0.11401	-1.11545	161.52312	0.00691
66	2.57714	1.30617	-0.03041	-1.57315	161.52306	0.00974
67	2.50286	1.25707	0.01894	-1.35031	161.52379	0.00836
68	2.50857	1.27739	-0.01549	-1.32683	161.52348	0.00823
69	40.98572	6.70103	-0.05387	1.59985	161.52333	0.00990
DEPENDENT						
0	8.74571	2.55884				

INTERCEPT	5.43950
MULTIPLE CORRELATION	0.32835
STD. ERROR OF ESTIMATE	2.92226

Table 3.85. Analysis of Variance for the Regression Showing the influence of IV's on UMR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	714.65704	14.01288	0.67661
Deviation from Regression	298	6171.70117	20.70141	
Total	349	6886.35840		

Table 3.85 shows that the seventh facet of QWL, i.e., Union Management Relation is not the function of independent variables (personality attributes and organizational characteristics) as obtained statistical value F = 0.67661 and all the 't' values given in Table 3.86 are found statistically highly insignificant that compel to accept all the related null hypotheses.

Table 3.87. Analysis of Variance for the Regression Showing the influence of IV's on SR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	851.37524	16.69363	1.07140
Deviation from Regression	298	4643.18750	15.58117	
Total	349	5494.56299		

Table 3.86. Showing Multiple Regression Analyses - Union Management Relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.89730	-0.10177	-0.25422	37.54913	0.00677
20	3.73714	1.10458	-0.04278	-0.04713	37.54958	0.00126
21	3.60857	1.20573	-0.03013	-0.04317	37.54918	0.00115
22	3.30571	1.17311	-0.01176	0.00740	37.54888	0.00020
23	3.50286	1.22005	0.03757	0.42666	37.54845	0.01136
24	3.08286	1.21664	-0.01052	0.00000	37.54860	0.00000
25	2.84286	1.17319	0.01284	0.04437	37.54880	0.00118
26	2.64000	1.30311	-0.02732	0.02663	37.54863	0.00071
27	3.57143	1.24816	-0.01632	0.07646	37.54866	0.00204
28	2.88286	1.18756	0.07396	0.54792	37.54872	0.01459
29	3.19714	1.21050	-0.02481	-0.07884	37.54865	0.00210
30	2.74857	1.19199	0.01297	0.27658	37.54891	0.00737
31	2.78571	1.25870	-0.01783	0.09650	37.54839	0.00257
32	2.58000	1.33206	-0.05806	-0.16934	37.54877	0.00451
33	2.96571	1.28646	-0.04447	0.06744	37.54829	0.00180
34	2.95143	1.32225	-0.04999	-0.02625	37.54807	0.00070
35	3.27429	1.23658	0.03465	0.39991	37.54877	0.01065
36	3.26000	1.20569	-0.03601	-0.04317	37.54920	0.00115
37	3.10000	1.18430	-0.09123	-0.29303	37.54893	0.00780
38	2.99143	1.22413	-0.02249	0.10631	37.54892	0.00283
39	2.87429	1.25590	0.02439	0.21415	37.54897	0.00570
40	3.17143	1.27990	0.00173	0.03389	37.54904	0.00090
41	3.17429	1.26714	0.01221	0.15748	37.54866	0.00419
42	3.08857	1.23262	-0.00404	0.19708	37.54855	0.00525
43	2.97714	1.18710	0.03398	0.29964	37.54860	0.00798
44	2.83429	1.26036	-0.02575	-0.07572	37.54861	0.00202
45	2.76857	1.30927	0.00486	0.29156	37.54847	0.00777
46	3.05429	1.29133	0.01927	0.22171	37.54874	0.00590
47	3.04286	1.25120	0.02648	0.20109	37.54867	0.00536
48	2.77714	1.24461	-0.03652	0.00000	37.54873	0.00000
49	2.86571	1.31412	-0.00696	0.19806	37.54856	0.00527
50	2.40000	1.29800	-0.04075	-0.08021	37.54870	0.00214
51	2.21429	1.25642	0.03634	0.41431	37.54904	0.01103
52	2.18000	1.33464	0.06965	0.48104	37.54909	0.01281
53	102.47714	10.72467	-0.03121	-0.15532	37.54797	0.00414
54	3.22000	1.20179	0.01927	5.77528	251.53983	0.02296
55	2.98571	1.11634	0.06600	6.09301	251.54118	0.02422
56	2.81714	1.26253	-0.03406	5.71735	251.53993	0.02273
57	2.57143	1.11221	0.03853	6.24046	251.54057	0.02481
58	2.52857	1.17668	0.06418	6.25246	251.54044	0.02486
59	2.63143	1.19667	-0.05646	5.73191	251.54063	0.02279
60	2.63429	1.26354	0.02996	5.71277	251.53934	0.02271
61	2.63714	1.18843	0.07395	5.84020	251.54082	0.02322
62	2.72286	1.24633	0.07399	6.45991	251.54047	0.02568
63	2.83429	1.22110	0.07273	6.36604	251.54012	0.02531
64	2.94286	1.19557	-0.01357	6.03755	251.54184	0.02400
65	2.77143	1.20138	-0.02286	6.00936	251.53996	0.02389
66	2.57714	1.30617	-0.01356	5.73889	251.53989	0.02282
67	2.50286	1.25707	0.01850	6.40473	251.54103	0.02546
68	2.50857	1.27739	0.03139	6.30283	251.54057	0.02506
69	40.88572	6.70103	0.06177	-5.96600	251.54031	0.02372
DEPENDENT						
7	6.44286	4.44204				

INTERCEPT	9.11511
MULTIPLE CORRELATION	0.32215
STD. ERROR OF ESTIMATE	4.55087

Table 3.88. Showing Multiple Regression Analyses - Self-respect dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION Y VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.07571	0.88730	-0.00531	-0.07861	32.56909	0.00241
20	3.73714	1.10458	-0.00996	-0.04210	32.56947	0.00129
21	3.60857	1.20573	0.02836	0.34708	32.56912	0.01066
22	3.30571	1.17311	0.00987	0.03964	32.56886	0.00122
23	3.50286	1.22005	-0.01200	-0.08893	32.56850	0.00273
24	3.08286	1.21664	0.00943	0.17198	32.56862	0.00528
25	2.84286	1.17319	-0.00960	0.01651	32.56880	0.00051
26	2.64000	1.30311	0.02842	0.00595	32.56865	0.00018
27	3.57143	1.24816	-0.02314	-0.07451	32.56868	0.00229
28	2.88286	1.18756	-0.00701	0.01305	32.56873	0.00040
29	3.19714	1.21050	-0.07774	-0.28489	32.56866	0.00875
30	2.74857	1.19199	0.08763	0.47461	32.56889	0.01457
31	2.79571	1.25870	-0.01434	-0.22165	32.56844	0.00681
32	2.58000	1.33206	-0.01672	0.02327	32.56878	0.00071
33	2.96571	1.28646	-0.01832	-0.04819	32.56836	0.00148
34	2.95143	1.32225	-0.07386	-0.30477	32.56816	0.00936
35	3.27429	1.23658	0.08064	0.40736	32.56877	0.01251
36	3.26000	1.20569	0.06320	0.10605	32.56914	0.00326
37	3.10000	1.18430	0.04220	0.12760	32.56891	0.00392
38	2.99143	1.22413	0.01406	0.07280	32.56890	0.00224
39	2.87429	1.25590	-0.00499	0.07405	32.56894	0.00227
40	3.17143	1.27990	-0.00891	-0.06055	32.56900	0.00186
41	3.17429	1.26714	-0.05932	-0.27522	32.56868	0.00845
42	3.08857	1.23262	-0.05137	-0.16032	32.56857	0.00492
43	2.97714	1.18710	0.00015	0.04243	32.56863	0.00130
44	2.83429	1.26036	0.08895	0.35048	32.56864	0.01076
45	2.76857	1.30927	0.00534	0.04143	32.56851	0.00127
46	3.05429	1.29133	0.00709	0.09002	32.56875	0.00276
47	3.04286	1.25120	-0.02493	-0.07433	32.56868	0.00228
48	2.77714	1.24461	0.11943	0.46700	32.56874	0.01434
49	2.86571	1.31412	0.03691	0.01769	32.56859	0.00054
50	2.40000	1.29800	-0.01235	0.10747	32.56871	0.00330
51	2.21429	1.25642	-0.05518	-0.06785	32.56900	0.00208
52	2.18000	1.33464	-0.00684	0.02903	32.56905	0.00089
53	102.47714	10.72467	0.01409	-0.02890	32.56908	0.00089
54	3.22000	1.20179	-0.05141	1.85715	218.17873	0.00851
55	2.98571	1.11634	0.01643	1.99931	218.17992	0.00916
56	2.81714	1.26253	0.02226	1.76781	218.17883	0.00810
57	2.57143	1.11221	-0.04026	1.89525	218.17938	0.00869
58	2.52857	1.17668	-0.04713	1.58065	218.17928	0.00724
59	2.63143	1.18667	0.01650	2.08980	218.17943	0.00958
60	2.68429	1.26354	-0.01552	1.76539	218.17830	0.00810
61	2.63714	1.18843	0.03315	1.98236	218.17960	0.00909
62	2.72286	1.24633	0.02385	1.79078	218.17929	0.00821
63	2.83429	1.22110	-0.01464	1.82779	218.17897	0.00838
64	2.94286	1.19557	-0.05098	1.76310	218.18048	0.00808
65	2.77143	1.20138	-0.08391	1.54816	218.17888	0.00710
66	2.57714	1.30617	-0.05228	1.51889	218.17879	0.00696
67	2.50286	1.25707	0.07280	2.56459	218.17978	0.01175
68	2.50857	1.27739	-0.11410	1.06776	218.17937	0.00489
69	40.88572	6.70103	-0.05203	-1.92440	218.17915	0.00882

DEPENDENT

0	12.28000	3.96784

INTERCEPT	16.69197
MULTIPLE CORRELATION	0.39364
STD. ERROR OF ESTIMATE	3.94730

The other determinent of QWL i.e., "Self respect" is found again to be insignificantly influenced by either of the independent variables viz., personality attributes and organizational characteristics as obtained F = 1.07140 (Table 3.87) and t values ranging from lowest t = .00051 to highest t = .01457 given in Table 3.88 are found to be highly insignificant, hence, all the null hypotheses pertaining to the influence of independent variable on dependent one i.e. on 'self respect' stand accepted.

Table 3.89. Analysis of Variance for the Regression Showing the influence of IV's on SR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	16465.08203	322.84476	1.56095
Deviation from Regression	298	61634.16797	206.82607	
Total	349	78099.25000		

It is evident from Table 3.89 that a QWL facet i.e., "supervisory relationship" is also found to have been insignificantly affected by none of the independent variable (personality attributes and organizational characteristics) as obtained statistical value F = 1.56095 is highly insignificant at .05 level and similarly all the given statistical t value (Table 3.90) are found to be very low and insignificant. Therefore, consequently all the null

Table 3.90. Showing Multiple Regression Analyses - Supervisory Relationship dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	-0.02797	-0.81498	118.66107	0.00687
20	3.73714	1.10458	-0.01269	-0.15871	118.66246	0.00134
21	3.60857	1.20573	-0.07788	-1.75582	118.66119	0.01481
22	3.30571	1.17311	-0.05243	-1.15812	118.66025	0.00976
23	3.50286	1.22005	-0.00973	-0.58672	118.65891	0.00494
24	3.08286	1.21664	-0.01176	-1.18873	118.65937	0.01002
25	2.84286	1.17319	0.03959	-0.03736	118.66001	0.00031
26	2.64000	1.30311	0.00841	-0.62779	118.65948	0.00529
27	3.57143	1.24816	-0.02346	-0.84270	118.65957	0.00710
28	2.88286	1.18756	-0.07546	-1.08252	118.65976	0.00912
29	3.19714	1.21050	0.04623	0.12068	118.65952	0.00102
30	2.74857	1.19199	-0.02620	-1.06625	118.66035	0.00899
31	2.78571	1.25870	0.04239	-0.40622	118.65872	0.00342
32	2.58000	1.33206	-0.01635	-1.26120	118.65993	0.01063
33	2.96571	1.28646	0.00722	0.23847	118.65839	0.00201
34	2.95143	1.32225	0.00351	-0.17677	118.65770	0.00149
35	3.27429	1.23658	0.00254	-0.17721	118.65990	0.00149
36	3.26000	1.20569	-0.04255	-2.33847	118.66126	0.01971
37	3.10000	1.18430	0.00123	0.28371	118.66043	0.00239
38	2.99143	1.22423	-0.00577	-2.38678	118.66040	0.02011
39	2.87429	1.25590	-0.03142	-0.97709	118.66053	0.00823
40	3.17143	1.27990	0.07539	0.44514	118.66077	0.00375
41	3.17429	1.26714	0.00557	-0.29975	118.65957	0.00253
42	3.38857	1.23242	0.02099	-0.37925	118.65928	0.00320
43	2.97714	1.18710	-0.10576	-2.59660	118.65939	0.02188
44	2.83429	1.26036	0.04456	1.13591	118.65942	0.00957
45	2.76857	1.30927	-0.07515	-2.03073	118.65895	0.01711
46	3.05429	1.29133	0.11672	0.37332	118.65983	0.00315
47	3.04286	1.25120	0.00400	0.10508	118.65959	0.00089
48	2.77714	1.24461	-0.07765	-1.44372	118.65981	0.01217
49	2.86571	1.31412	0.02082	-0.26680	118.65926	0.00225
50	2.40000	1.29800	0.11310	0.05627	118.65968	0.00047
51	2.21429	1.25642	0.16380	0.73251	118.66076	0.00617
52	2.18000	1.33464	0.12542	0.09851	118.66093	0.00083
53	102.47714	10.72467	0.04593	0.57755	118.65739	0.00487
54	3.22000	1.20179	-0.15770	-12.83648	794.90472	0.01615
55	2.98571	1.11634	-0.06112	-10.88775	794.90900	0.01370
56	2.81714	1.26253	0.08148	-9.62705	794.90503	0.01211
57	2.57143	1.11221	0.05668	-10.92819	794.90704	0.01375
58	2.52857	1.17668	0.02693	-10.32944	794.90668	0.01299
59	2.03143	1.18667	-0.05147	-11.81825	794.90729	0.01487
60	2.63429	1.26154	-0.00246	-10.72927	794.90320	0.01350
61	2.63714	1.18843	0.01341	-10.62063	794.90784	0.01336
62	2.72286	1.24633	0.04804	-10.12723	794.90674	0.01274
63	2.83429	1.22110	0.04774	-10.33650	794.90564	0.01300
64	2.94286	1.19557	-0.04565	-12.12125	794.91107	0.01525
65	2.77143	1.20138	0.05729	-9.72794	794.90521	0.01224
66	2.57714	1.30617	-0.03721	-11.09492	794.90485	0.01396
67	2.50286	1.25707	-0.06186	-11.90013	794.90851	0.01497
68	2.50857	1.27739	-0.10944	-11.71080	794.90704	0.01473
69	40.88572	6.70103	-0.03621	10.88268	794.90625	0.01369
DEPENDENT						
9	53.95428	14.95928				

INTERCEPT	63.48425
MULTIPLE CORRELATION	0.45915
STD. ERROR OF ESTIMATE	14.38145

hypotheses pertaining to the influence of IV's on DV (supervisory relationship) are rendered accepted.

Table 3.91. Analysis of Variance for the Regression Showing the influence of IV's on IGR - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	7226.17285	141.68967	0.99638
Deviation from Regression	298	42376.82813	142.20412	
Total	349	49603.00000		

The tenth dimension of QWL i.e., "Intra group relation" is also found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained statistics F = .99638 is highly insignificant even at .05 level of confidence (Table 3.91) and moreover all the obtained t values ranging from t = .00098 to t = .02622 are found very low and insignificant hence, all the null hypotheses found accepted.

Table 3.93. Analysis of Variance for the Regression Showing the influence of IV's on A - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	447.91153	8.78258	0.94582
Deviation from Regression	298	2767.12256	9.28565	
Total	349	3215.03418		

Table 3.92. Showing Multiple Regression Analyses - Intra-Group Relation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	-0.10650	-0.60357	98.39243	0.00613
20	3.73714	1.10458	-0.06341	0.15810	98.39359	0.00161
21	3.60857	1.20573	0.02699	1.41941	98.39253	0.01443
22	3.30571	1.17311	0.00993	1.02221	98.39175	0.01039
23	3.50286	1.22005	-0.05249	0.16222	98.39064	0.00165
24	3.08286	1.21664	-0.01312	0.65071	98.39103	0.00661
25	2.84286	1.17319	0.01423	1.12137	98.39156	0.01140
26	2.64000	1.30311	-0.05011	0.19655	98.39112	0.00200
27	3.57143	1.24816	0.00451	1.12864	98.39119	0.01147
28	2.88286	1.18756	-0.12629	-0.59802	98.39135	0.00608
29	3.19714	1.21050	0.00200	1.38496	98.39115	0.01408
30	2.74857	1.19199	-0.08272	0.38092	98.39184	0.00387
31	2.78571	1.25870	0.00816	0.82321	98.39049	0.00837
32	2.58000	1.33206	0.05955	1.42464	98.39149	0.01448
33	2.96571	1.28646	0.08922	1.52039	98.39021	0.01545
34	2.95143	1.32225	0.00979	0.43144	98.38965	0.00439
35	3.27429	1.23658	0.12353	2.57970	98.39146	0.02622
36	3.26000	1.20569	-0.03929	-0.09656	98.39259	0.00098
37	3.10000	1.18430	-0.03028	0.62916	98.39191	0.00639
38	2.99143	1.22413	-0.01799	0.70379	98.39188	0.00715
39	2.87429	1.25590	0.02610	0.96410	98.39199	0.00980
40	3.17143	1.27990	0.05431	1.80107	98.39219	0.01830
41	3.17429	1.26714	-0.04936	0.22051	98.39119	0.00224
42	3.08857	1.23262	-0.03848	1.10509	98.39088	0.01123
43	2.97714	1.19710	-0.06292	-0.36287	98.39104	0.00369
44	2.83429	1.26036	0.01027	1.71814	98.39107	0.01746
45	2.76557	1.30927	-0.00063	0.87144	98.39068	0.00886
46	3.05429	1.29133	-0.02472	0.37866	98.39141	0.00385
47	3.04286	1.25120	-0.01593	0.61413	98.39121	0.00624
48	2.77714	1.24461	-0.01813	0.93542	98.39139	0.00951
49	2.86571	1.31412	-0.11051	-0.38096	98.39094	0.00387
50	2.40000	1.29800	-0.00979	1.21088	98.39129	0.01231
51	2.21429	1.25642	0.05323	0.76910	98.39217	0.00782
52	2.18000	1.33464	0.05688	1.39572	98.39232	0.01419
53	102.47714	10.72467	-0.03586	-0.84240	98.38938	0.00856
54	3.22000	1.20179	-0.07312	4.03001	659.12610	0.00611
55	2.98571	1.11634	0.02267	5.00595	659.12970	0.00759
56	2.81714	1.26253	0.00431	4.42631	659.12640	0.00672
57	2.57143	1.11221	-0.10234	3.01473	659.12805	0.00457
58	2.52857	1.17668	-0.02464	4.74925	659.12775	0.00721
59	2.63143	1.18667	0.01250	5.02322	659.12823	0.00762
60	2.63429	1.26354	-0.01555	5.60217	659.12482	0.00850
61	2.63714	1.18543	-0.04534	4.07531	659.12872	0.00618
62	2.72286	1.24633	0.01695	5.08147	659.12781	0.00771
63	2.63429	1.22110	0.06020	4.57648	659.12683	0.00694
64	2.94286	1.19557	0.04146	4.98582	659.13141	0.00756
65	2.77143	1.20138	-0.00059	4.03139	659.12653	0.00612
66	2.57714	1.30617	-0.05253	5.13411	659.12628	0.00779
67	2.50286	1.25707	-0.05726	3.85279	659.12927	0.00585
68	2.50857	1.27739	-0.01268	4.95811	659.12805	0.00752
69	40.38572	6.70103	-0.04058	-4.67013	659.12738	0.00709
DEPENDENT						
10	39.40286	11.92178				

INTERCEPT	54.24443
MULTIPLE CORRELATION	0.35168
STD. ERROR OF ESTIMATE	11.92494

Table 3.94. Showing Multiple Regression Analyses - Apathy dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.89730	0.01443	-0.02004	25.14269	0.00080
20	3.73714	1.10458	0.05617	0.31127	25.14298	0.01238
21	3.60857	1.20573	-0.06975	-0.32449	25.14271	0.01291
22	3.30571	1.17311	-0.00975	-0.05053	25.14251	0.00201
23	3.50286	1.22005	-0.01715	-0.06316	25.14223	0.00251
24	3.08286	1.21664	0.00261	-0.05360	25.14233	0.00213
25	2.84286	1.17319	0.01915	-0.07074	25.14246	0.00281
26	2.64000	1.30311	0.06532	0.05004	25.14235	0.00199
27	3.57143	1.24816	-0.06656	-0.13773	25.14237	-0.00548
28	2.88286	1.18756	-0.08044	-0.17970	25.14241	0.00715
29	3.19714	1.21050	0.02259	0.03918	25.14236	0.00156
30	2.74857	1.19199	0.04125	0.06465	25.14253	0.00257
31	2.78571	1.25870	0.00075	-0.18368	25.14219	0.00731
32	2.58000	1.33206	0.00391	-0.17801	25.14245	0.00708
33	2.96571	1.28646	0.11442	0.17971	25.14212	0.00715
34	2.95143	1.32225	0.01479	-0.24658	25.14197	0.00981
35	3.27429	1.23658	-0.04074	-0.11026	25.14244	0.00439
36	3.26000	1.20569	-0.09127	-0.39334	25.14273	0.01564
37	3.10000	1.18430	-0.04033	-0.05005	25.14255	0.00199
38	2.99143	1.22413	-0.08909	-0.19855	25.14255	0.00790
39	2.87429	1.25590	-0.07664	-0.26433	25.14257	0.01051
40	3.17143	1.27990	-0.03658	-0.04168	25.14262	0.00166
41	3.17429	1.26714	-0.09349	-0.24795	25.14237	0.00986
42	3.08357	1.23262	-0.06201	-0.13466	25.14229	-0.00536
43	2.97714	1.18710	-0.01409	-0.17977	25.14233	-0.00715
44	2.93429	1.26036	0.05789	0.06585	25.14234	0.00262
45	2.76857	1.30927	0.01079	-0.11772	25.14224	0.00468
46	3.05429	1.29133	0.01167	0.11018	25.14243	0.00438
47	3.04286	1.25120	-0.05312	-0.13740	25.14237	0.00546
48	2.77714	1.24461	0.05498	0.13336	25.14242	0.00530
49	2.86571	1.31412	-0.04201	-0.18044	25.14231	-0.00718
50	2.40000	1.29300	-0.01629	-0.07764	25.14239	0.00309
51	2.21429	1.25642	-0.04884	-0.15098	25.14262	0.00601
52	2.18000	1.33464	-0.04603	-0.03109	25.14266	0.00124
53	102.47714	10.72467	-0.05851	0.07960	25.14191	0.00317
54	3.22000	1.20179	-0.03639	2.20983	168.42963	0.01312
55	2.98571	1.11634	0.03366	2.37899	168.43054	0.01412
56	2.81714	1.26253	-0.00730	2.10352	168.42970	0.01249
57	2.57143	1.11221	0.02122	2.38783	168.43013	0.01418
58	2.52857	1.17668	0.02599	2.09578	168.43005	0.01244
59	2.63143	1.18667	-0.06234	2.23800	168.43018	0.01329
60	2.63429	1.26354	-0.12143	2.10184	168.42931	0.01248
61	2.63714	1.18843	-0.13161	1.75581	168.43030	0.01042
62	2.72286	1.24633	-0.06172	1.97865	168.43005	0.01175
63	2.83429	1.22110	0.04196	2.33024	168.42982	0.01384
64	2.94286	1.19557	-0.02906	2.38000	168.43098	0.01413
65	2.77143	1.20138	-0.03473	2.21059	168.42975	0.01312
66	2.57714	1.30617	-0.10648	2.03325	168.42967	0.01207
67	2.50286	1.25707	0.00213	2.26356	168.43044	0.01344
68	2.50857	1.27739	-0.02696	1.93054	168.43013	0.01146
69	40.88571	6.70103	-0.09222	-2.26469	168.42996	0.01345
DEPENDENT						
11	6.16000	3.03515				

INTERCEPT	10.64768
MULTIPLE CORRELATION	0.37325
STD. ERROR OF ESTIMATE	3.04724

It has been observed from Table 3.93 that QWL aspect, i.e., 'Apathy' also could not get influenced by both IV's (personality attributes and organizational characteristics) as obtained F = 0.94582 and 't' value ranging from lowest t = .00080 to highest t = .01564 were found insignificant even at .05 level of confidence which advocate to the acceptance of null hypotheses.

Table 3.95. Analysis of Variance for the Regression Showing the influence of IV's on CM - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	1400.91956	27.46901	1.30640
Deviation from Regression	298	6265.87598	21.02643	
Total	349	7666.79541		

The twelfth facet of QWL, i.e., "Confidence in management" is similarly found to be insignificantly influenced by both IV's (personality attributes and organizational characteristics) as obtained F = 1.30640 (Table 3.95) is highly insignificant at .05 level and t-values given in Table 3.96 that ranges from t = .00260 to t = .06245 which tends to show almost zero influence of IV's on "confidence in management" facet of QWL and consequent upon the trend of findings all null hypotheses stand accepted.

Table 3.96. Showing Multiple Regression Analyses - Confidence in Management dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	-0.11006	-0.10317	37.83453	0.00273
20	3.73714	1.10458	-0.06482	0.25691	37.83498	0.00679
21	3.60857	1.20573	-0.02656	0.25055	37.83457	0.00662
22	3.30571	1.17311	0.01262	0.56185	37.83427	0.01485
23	3.50286	1.22005	-0.04018	0.26261	37.83384	0.00694
24	3.08286	1.21664	-0.04202	0.15048	37.83399	0.00398
25	2.84286	1.17319	-0.04758	0.46037	37.83420	0.01217
26	2.64000	1.30311	-0.07437	0.09835	37.83403	0.00260
27	3.57143	1.24816	0.10537	1.01212	37.83406	0.02675
28	2.88286	1.18756	-0.02267	0.47792	37.83412	0.01263
29	3.19714	1.21050	0.05383	0.71086	37.83404	0.01879
30	2.74857	1.19199	-0.04149	0.40703	37.83430	0.01076
31	2.78571	1.25870	0.04836	0.54546	37.83379	0.01442
32	2.58000	1.33206	0.01219	0.38485	37.83417	0.01017
33	2.96571	1.28646	0.10043	0.83967	37.83368	0.02219
34	2.95143	1.32225	0.01494	0.54694	37.83346	0.01446
35	3.27429	1.23658	-0.01960	0.30352	37.83416	0.00802
36	3.26000	1.20569	-0.03077	0.54666	37.83459	0.01445
37	3.10000	1.18430	-0.04790	0.30919	37.83433	0.00817
38	2.99143	1.22413	-0.02817	0.20939	37.83432	0.00553
39	2.87429	1.25590	0.01195	0.39361	37.83436	0.01040
40	3.17143	1.27990	0.06560	0.99417	37.83444	0.02628
41	3.17429	1.26714	0.03095	0.52738	37.83406	0.01394
42	3.08857	1.23262	-0.06994	0.18567	37.83394	0.00491
43	2.97714	1.28710	-0.04040	0.25448	37.83400	0.00673
44	2.83429	1.26036	-0.05226	0.29779	37.83401	0.00787
45	2.76857	1.30927	-0.07250	0.37756	37.83386	0.00998
46	3.05429	1.29133	-0.13478	-0.28356	37.83414	-0.00749
47	3.04286	1.25120	0.02447	0.65116	37.83406	0.01721
48	2.77714	1.24461	-0.01613	0.30156	37.83413	0.00797
49	2.86571	1.31412	0.03076	0.53639	37.83396	0.01418
50	2.40000	1.29900	0.05077	0.64884	37.83409	0.01715
51	2.21429	1.25642	0.03427	0.61931	37.83443	0.01637
52	2.18000	1.33464	0.00264	0.41840	37.83449	0.01106
53	102.47714	10.72467	-0.03850	-0.44386	37.83336	0.01173
54	3.22000	1.20179	-0.04424	3.41251	253.45169	0.01346
55	2.98571	1.11634	-0.07066	3.14890	253.45308	0.01242
56	2.81714	1.26253	0.04718	3.48036	253.45180	0.01373
57	2.57143	1.11221	-0.01641	3.42399	253.45245	0.01351
58	2.52857	1.17668	0.04523	3.48534	253.45232	0.01375
59	2.63143	1.18667	-0.02779	3.45600	253.45251	0.01364
60	2.63429	1.26354	-0.12150	3.01390	253.45120	0.01189
61	2.63714	1.18843	0.00549	3.69736	253.45270	0.01459
62	2.72286	1.24633	0.03034	3.52559	253.45235	0.01391
63	2.83429	1.22110	0.05871	3.35855	253.45198	0.01325
64	2.94286	1.19557	0.03062	3.67528	253.45374	0.01450
65	2.77143	1.20138	0.04506	3.65751	253.45186	0.01443
66	2.57714	1.30617	-0.14380	3.13981	253.45175	0.01239
67	2.50286	1.25707	-0.11730	3.26244	253.45291	0.01287
68	2.50857	1.27739	-0.12950	2.98122	253.45244	0.01176
69	40.88572	6.70103	-0.07729	-3.49722	253.45219	0.01380
DEPENDENT						
12	13.19429	4.68699				

INTERCEPT	21.13316
MULTIPLE CORRELATION	0.42746
STD. ERROR OF ESTIMATE	4.58546

Table 3.97. Analysis of Variance for the Regression Showing the influence of IV's on MD - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	566.68494	11.11147	0.55823
Deviation from Regression	298	5931.67529	19.90495	
Total	349	6498.36035		

The other aspect of QWL i.e. "Meaningful Development" is also found unaffected as a function of both IV's (personality attributes and organizational characteristics) as obtained F = 0.55823 given in Table 3.97 and 't' values highlighted in Table 3.98 are found highly insignificant, therefore, there is no doubt in accepting null hypotheses.

Table 3.99. Analysis of Variance for the Regression Showing the influence of IV's on CIP - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	5496.18311	107.76830	0.92106
Deviation from Regression	298	34867.24219	117.00417	
Total	349	40363.42578		

Table 3.98. Showing Multiple Regression Analyses - Meaningful Development dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.32571	0.86730	-0.01945	-0.44920	36.81173	0.01218
20	3.73714	1.19458	0.00586	-0.18407	36.81216	0.00500
21	3.60857	1.20573	-0.01725	-0.47706	36.81176	0.01296
22	3.30571	1.17311	-0.00984	-0.24651	36.81147	0.00670
23	3.50286	1.22005	0.07078	0.05440	36.81105	0.00148
24	3.08286	1.21664	0.00936	-0.37753	36.81120	0.01026
25	2.84286	1.17319	0.05624	-0.02829	36.81140	0.00077
26	2.64000	1.30311	-0.02099	-0.41069	36.81123	0.01116
27	3.57143	1.24816	0.02576	-0.28697	36.81126	0.00780
28	2.88286	1.18756	0.04762	0.02218	36.81132	0.00060
29	3.19714	1.21050	-0.00140	-0.26979	36.81124	0.00733
30	2.74857	1.19199	-0.10252	-0.65402	36.81150	0.01777
31	2.78571	1.25670	-0.05792	-0.44192	36.81100	0.01201
32	2.58000	1.33206	-0.00394	-0.36776	36.81137	0.00999
33	2.96571	1.26646	0.08946	0.19408	36.81090	0.00527
34	2.95143	1.32225	0.00328	-0.13385	36.81068	0.00364
35	3.27429	1.23658	-0.03035	-0.29562	36.81136	0.00803
36	3.26000	1.20569	0.00755	-0.30057	36.81179	0.00817
37	3.10000	1.18430	-0.00252	-0.27754	36.81153	0.00754
38	2.99143	1.22413	-0.01230	-0.23925	36.81152	0.00650
39	2.87429	1.25590	-0.09280	-0.59306	36.81156	0.01611
40	3.17143	1.27900	0.01423	-0.17944	36.81163	0.00487
41	3.17429	1.26714	0.07231	-0.00166	36.81126	0.00005
42	3.08857	1.23262	0.04540	-0.13076	36.81115	0.00355
43	2.97714	1.18710	-0.05451	-0.45615	36.81121	0.01239
44	2.83429	1.26036	-0.01966	-0.28670	36.81122	0.00779
45	2.76857	1.30927	-0.02340	-0.12713	36.81107	0.00345
46	3.05429	1.29133	-0.00381	-0.27330	36.81134	0.00742
47	3.04286	1.25120	0.00762	-0.23323	36.81127	0.00634
48	2.77714	1.24461	0.04564	-0.08549	36.81133	0.00232
49	2.86571	1.31412	-0.05214	-0.43531	36.81117	0.01183
50	2.40000	1.29800	-0.01279	-0.30355	36.81129	0.00825
51	2.21429	1.25942	0.00940	-0.21465	36.81163	0.00583
52	2.18000	1.33464	0.03040	-0.12314	36.81168	0.00335
53	102.47714	10.72467	0.00099	0.24597	36.81059	0.00668
54	3.22000	1.20179	-0.04536	-0.67323	246.59995	0.00273
55	2.98571	1.11634	-0.04092	-1.02674	246.60129	0.00416
56	2.81714	1.26253	0.02385	-0.52068	246.60007	0.00211
57	2.57143	1.11221	0.03488	-0.50012	246.60069	0.00203
58	2.52857	1.17568	0.01302	-0.65895	246.60056	0.00267
59	2.65143	1.18987	-0.00944	-0.80965	246.60075	0.00328
60	2.63429	1.26354	-0.00595	-0.78707	246.59947	0.00319
61	2.63714	1.18843	0.03310	-0.48223	246.60092	0.00196
62	2.72286	1.24633	0.04313	-0.60859	246.60059	0.00247
63	2.83429	1.22110	0.00744	-0.71780	246.60023	0.00291
64	2.94286	1.19557	-0.03507	-0.90231	246.60193	0.00366
65	2.77143	1.20138	-0.01082	-0.72953	246.60011	0.00296
66	2.57714	1.30617	-0.01091	-0.90336	246.60001	0.00366
67	2.50286	1.25707	0.05972	-0.38885	246.60114	0.00158
68	2.50857	1.27739	-0.02226	-0.88410	246.60068	0.00359
69	40.88572	6.70103	0.00671	0.70431	246.60043	0.00286
DEPENDENT						
13	12.44286	4.31505				

INTERCEPT 13.47424

MULTIPLE CORRELATION 0.69530

STD. ERROR OF ESTIMATE 2.64152

Table 3.100. Showing Multiple Regression Analyses - Control, Influence and Participation dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.98730	0.02763	-0.16571	89.24960	0.00186
20	3.73714	1.10458	-0.00012	-0.89374	89.25065	0.01001
21	3.60857	1.20573	0.04781	0.27873	89.24969	0.00312
22	3.30571	1.17311	0.01141	-0.84153	89.24899	0.00943
23	3.50286	1.22005	-0.01002	-0.12051	89.24798	0.00135
24	3.08286	1.21664	-0.07132	-1.12218	89.24833	0.01257
25	2.84286	1.17319	-0.02164	-0.42969	89.24880	0.00481
26	2.64000	1.30311	-0.06776	-1.35397	89.24841	0.01517
27	3.57143	1.24816	-0.01092	-0.33657	89.24847	0.00377
28	2.88286	1.18756	-0.04660	-0.93741	89.24862	0.01050
29	3.19714	1.21050	-0.02578	-0.62467	89.24844	0.00700
30	2.74857	1.19199	0.10951	0.49340	89.24906	0.00553
31	2.78571	1.25870	0.09365	0.18356	89.24783	0.00206
32	2.58000	1.33206	0.01864	-0.15768	89.24874	0.00177
33	2.96571	1.28646	-0.05020	-1.22455	89.24759	0.01372
34	2.95143	1.32225	0.05766	0.28594	89.24707	0.00320
35	3.27429	1.21658	0.12798	0.67944	89.24872	0.00761
36	3.26000	1.20569	0.04915	-0.01742	89.24975	0.00020
37	3.10000	1.18430	0.02140	-0.07094	89.24912	0.00079
38	2.99143	1.22413	0.01799	-0.72066	89.24909	0.00807
39	2.87429	1.25590	0.07616	0.06690	89.24920	0.00075
40	3.17143	1.27990	0.03224	-0.24616	89.24937	0.00276
41	3.17429	1.26714	-0.03596	-0.82881	89.24847	0.00929
42	3.08857	1.23262	-0.06235	-1.07355	89.24819	0.01203
43	2.97714	1.18710	-0.05070	-0.63698	89.24834	0.00714
44	2.83429	1.24036	0.01128	-0.01667	89.24837	0.00019
45	2.76857	1.30927	0.01847	-0.46524	89.24801	0.00521
46	3.05429	1.29133	0.04027	-0.53577	89.24867	0.00601
47	3.04286	1.25120	0.06467	0.50363	89.24849	0.00564
48	2.77714	1.24461	-0.03983	-0.77631	89.24865	0.00870
49	2.86571	1.31412	-0.01609	-0.63935	89.24825	-0.00716
50	2.40000	1.29800	-0.05727	-0.33982	89.24856	0.00381
51	2.21429	1.25642	-0.09594	-1.43772	89.24937	0.01611
52	2.18000	1.33464	-0.04128	-0.53509	89.24950	-0.00600
53	102.47714	10.72467	0.01307	0.40737	89.24683	0.00456
54	3.22000	1.20179	-0.03729	-2.79642	597.87872	-0.00468
55	2.98571	1.11634	0.04378	-1.80629	597.88196	0.00302
56	2.81714	1.26253	0.06303	-2.66189	597.87897	0.00445
57	2.57143	1.11221	-0.03573	-3.32383	597.88049	0.00556
58	2.52857	1.17668	-0.03506	-3.14172	597.88019	0.00525
59	2.63143	1.18667	-0.02040	-1.49924	597.88068	0.00284
60	2.69429	1.24354	-0.06023	-2.12781	597.87756	0.00356
61	2.63714	1.17547	-0.04405	-3.39343	597.88110	0.00568
62	2.72286	1.24433	0.04582	-1.61789	597.88025	0.00271
63	2.83429	1.22110	-0.04007	-3.30264	597.87939	0.00552
64	2.94286	1.19557	-0.04975	-2.81097	597.88348	0.00470
65	2.77143	1.20138	-0.05037	-3.07712	597.87909	0.00515
66	2.57714	1.30617	-0.03507	-2.57296	597.87385	0.00430
67	2.50286	1.25707	-0.00019	-2.67745	597.88159	0.00447
68	2.50857	1.27739	-0.07606	-3.68328	597.88049	0.00616
69	40.38572	6.70103	-0.06030	2.40730	597.87988	0.00403

DEPENDENT

14	37.88572	10.75429

INTERCEPT	49.18116
MULTIPLE CORRELATION	0.39601
STD. ERROR OF ESTIMATE	10.91695

It is evident from Table 3.99 that the fourteenth dimension of QWL i.e., "Control, Influence and participation" is also found to be insignificantly influenced by both independent variables as obtained F = 0.92106 which is highly insignificant even at .05 level. The obtained findings were further confirmed from Table 3.100 where t values highlighted ranging from lowest t = .00019 to highest t = .01611 are highly insignificant even at .05 level of confidence and as a result all the proposed null hypotheses found accepted.

Table 3.101. Analysis of Variance for the Regression Showing the influence of IV's on EC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	1336.72339	26.21026	1.05300
Deviation from Regression	298	7417.51709	24.89100	
Total	349	8754.24023		

It is evident from Table 3.101 that the fifteenth facet of QWL i.e., "Employee commitment" is found not to be determined by either of the independent variable (personality attributes and organizational characteristics) as obtained F = 1.05300 and cited 't' values is given in Table 3.102 are found highly insignificant advocating acceptance of null hypotheses.

Table 3.102. Showing Multiple Regression Analyses - Employee Commitment dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.98730	-0.08315	-0.72210	41.16487	0.01754
20	3.73714	1.10458	0.01475	0.33652	41.16536	0.00817
21	3.60857	1.20573	-0.00366	-0.08924	41.16491	0.00217
22	3.30571	1.17311	-0.05466	-0.10006	41.16459	0.00243
23	3.50286	1.22005	0.05466	0.15234	41.16412	0.00370
24	3.08286	1.21564	0.08287	0.30552	41.16428	0.00742
25	2.84286	1.17319	0.05179	0.20845	41.16451	0.00506
26	2.64000	1.30311	0.01819	-0.03003	41.16432	0.00073
27	3.57143	1.24816	0.02429	0.03135	41.16435	0.00076
28	2.88286	1.18756	0.06650	0.41185	41.16442	0.01001
29	3.19714	1.21050	-0.03325	-0.15354	41.16434	0.00373
30	2.74857	1.19199	-0.04765	-0.09848	41.16462	0.00239
31	2.78571	1.25870	-0.02818	-0.13212	41.16406	0.00321
32	2.58000	1.33206	0.00459	-0.11750	41.16448	0.00285
33	2.96571	1.28646	0.08862	0.37259	41.16394	0.00905
34	2.95143	1.32225	0.07895	0.45867	41.16370	0.01114
35	3.27429	1.23658	0.02765	0.29269	41.16447	0.00711
36	3.26000	1.20569	-0.00761	-0.05679	41.16494	0.00138
37	3.10000	1.18430	0.01237	0.00826	41.16465	0.00020
38	2.99143	1.22413	0.06511	0.41553	41.16464	0.01009
39	2.87429	1.25590	-0.03081	-0.20251	41.16468	0.00492
40	3.17143	1.27990	0.03558	0.26750	41.16477	0.00650
41	3.17429	1.26714	0.00504	0.21615	41.16435	0.00525
42	3.08857	1.23262	0.02849	0.30156	41.16422	0.00733
43	2.97714	1.18710	-0.09517	-0.42849	41.16429	0.01041
44	2.83429	1.26036	-0.05378	-0.16299	41.16430	0.00396
45	2.76857	1.30927	0.01164	0.17184	41.16414	0.00417
46	3.05429	1.29133	-0.07370	-0.32573	41.16444	0.00791
47	3.04286	1.25120	-0.02725	-0.10945	41.16436	0.00266
48	2.77714	1.24461	-0.01870	0.05502	41.16443	0.00134
49	2.86571	1.31412	-0.13858	-0.47640	41.16425	0.01157
50	2.40000	1.29800	0.00370	0.15072	41.16439	0.00366
51	2.21429	1.25642	0.08242	0.42042	41.16476	0.01021
52	2.18000	1.33464	0.04684	0.02932	41.16482	0.00071
53	102.47714	10.72467	0.01544	-0.03648	41.16359	0.00089
54	3.22000	1.20179	0.02005	-0.13023	275.76147	-0.00047
55	2.98571	1.11634	0.00061	-0.56080	275.76297	0.00203
56	2.81714	1.26253	0.01820	0.24793	275.76160	0.00090
57	2.57143	1.11221	-0.03241	-0.28144	275.76227	0.00102
58	2.52857	1.17668	0.04648	0.39903	275.76215	0.00145
59	2.55143	1.18967	0.05918	0.19156	275.76236	0.00048
60	2.83429	1.26354	0.00739	-0.24774	275.76093	0.00090
61	2.63714	1.15043	-0.00692	-0.26339	275.76254	0.00096
62	2.72286	1.24033	0.01362	-0.25116	275.76218	0.00091
63	2.53429	1.22110	-0.01391	0.00000	275.76178	0.00000
64	2.94286	1.19557	-0.04077	-0.39273	275.76367	0.00142
65	2.77143	1.20133	0.06343	0.00000	275.76166	0.00000
66	2.57714	1.30617	0.08234	0.00000	275.76154	0.00000
67	2.50286	1.25707	0.06124	0.00000	275.76279	0.00000
68	2.50857	1.27719	0.04061	0.00000	275.76227	0.00000
69	40.98572	5.70103	0.06016	0.37370	275.76199	0.00136

DEPENDENT

15	17.44000	5.00837

INTERCEPT	6.35757
MULTIPLE CORRELATION	0.39076
STD. ERROR OF ESTIMATE	4.98909

Table 3.103. Analysis of Variance for the Regression Showing the influence of IV's on GLS - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	4523.36133	88.69336	0.97130
Deviation from Regression	298	27211.49023	91.31373	
Total	349	31734.85156		

The sixteenth aspect of QWL i.e., "General Life satisfaction" is also found to be insignificantly influenced by both independent variables (personality attributes and organizational characteristics) as obtained F = 0.97130 is found highly insignificant (Table 3.103) and 't' values ranging from as low as t = .00009 to as high as t = .01538 given in Table 3.104 are also found the same, hence, there is no reservation in accepting the null-hypotheses.

Table 3.105. Analysis of Variance from the Regression Showing the influence of IV's on OC - a facet of QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	5306.67432	104.05244	1.41879
Deviation from Regression	298	21855.01563	73.33898	
Total	349	27161.68945		

Table 3.104. Showing Multiple Regression Analyses - General Life Satisfaction dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	0.03159	-0.41980	78.84491	0.00532
20	3.73714	1.10459	0.01193	-0.05901	78.84584	0.00075
21	3.60857	1.20573	-0.01260	-0.27804	78.84499	0.00353
22	3.30571	1.17311	-0.03066	-0.31752	78.84437	0.00403
23	3.50286	1.22005	-0.02706	-0.51902	78.84348	0.00658
24	3.08286	1.21664	-0.02922	-0.49751	78.84378	0.00631
25	2.84286	1.17319	0.05741	0.71438	78.84421	0.00906
26	2.64000	1.30311	-0.09016	-1.02190	78.84386	0.01296
27	3.57143	1.24816	0.02349	-0.56702	78.84391	0.00719
28	2.85286	1.18756	0.00333	0.26661	78.84404	0.00338
29	3.19714	1.21050	0.01486	-0.06924	78.84388	0.00088
30	2.74857	1.19199	0.00137	0.23437	78.84443	0.00297
31	2.78571	1.25870	-0.09399	-0.88040	78.84335	0.01117
32	2.58000	1.33206	-0.07737	-0.55228	78.84415	0.00700
33	2.96571	1.28646	0.03580	0.60805	78.84313	0.00771
34	2.95143	1.32225	-0.03305	0.09156	78.84267	0.00116
35	3.27429	1.23658	0.07088	0.06025	78.84413	0.00076
36	3.26000	1.20569	0.15257	1.21260	78.84504	0.01538
37	3.10000	1.18430	0.04136	-0.30666	78.84448	0.00389
38	2.99143	1.22413	-0.04429	-0.53251	78.84446	0.00675
39	2.87429	1.25590	-0.06850	-0.60060	78.84455	0.00762
40	3.17143	1.27990	0.10742	0.66209	78.84471	0.00840
41	3.17429	1.26714	0.05779	0.02940	78.84391	0.00037
42	3.08857	1.23262	0.00449	-0.38530	78.84367	0.00489
43	2.97714	1.18710	-0.03395	-0.50989	78.84380	0.00647
44	2.83429	1.26036	0.00971	0.31032	78.84382	0.00394
45	2.76857	1.30927	0.01433	0.26316	78.84351	0.00334
46	3.05429	1.29133	0.04601	-0.17307	78.84409	0.00220
47	3.04286	1.25120	0.04350	0.20940	78.84393	0.00264
48	2.77714	1.24461	-0.03239	-0.25439	78.84407	0.00323
49	2.86571	1.31412	0.02316	0.00709	78.84371	0.00009
50	2.40000	1.29800	0.02014	0.12196	78.84399	0.00155
51	2.21429	1.25642	-0.00943	-0.59294	78.84470	0.00752
52	2.18000	1.33464	0.07857	0.43953	78.84482	0.00558
53	102.47714	10.72467	0.03042	0.08336	78.84246	0.00106
54	3.22000	1.20179	-0.09526	-4.46323	528.17816	0.00845
55	2.98571	1.11634	-0.06398	-4.80487	528.18103	0.00910
56	2.81714	1.26253	0.08517	-3.06837	528.17841	0.00581
57	2.57143	1.11221	0.05338	-3.75101	528.17975	0.00710
58	2.52857	1.17668	0.02396	-3.92537	528.17950	0.00743
59	2.63143	1.18667	0.01610	-4.26899	528.17987	0.00808
60	2.63429	1.26354	-0.03075	-4.24511	528.17719	0.00804
61	2.63714	1.18943	-0.07367	-4.13728	528.18030	0.00783
62	2.72286	1.24633	-0.04095	-4.06463	528.17957	0.00770
63	2.83429	1.22110	-0.00545	-3.90458	528.17877	0.00739
64	2.94286	1.19557	0.03971	-3.98796	528.18243	0.00755
65	2.77143	1.20138	0.14021	-2.97651	528.17859	0.00564
66	2.57714	1.30617	0.04469	-5.01915	528.17834	0.00950
67	2.50286	1.25707	0.07748	-3.08170	528.18073	0.00583
68	2.50857	1.27739	-0.04553	-4.19908	528.17975	0.00795
69	40.88572	6.70103	0.03059	4.09121	528.17920	0.00775
DEPENDENT						
16	30.85714	9.53576				

INTERCEPT	28.89248
MULTIPLE CORRELATION	0.37754
STD. ERROR OF ESTIMATE	9.55582

Table 3.106. Showing Multiple Regression Analyses - Organizational Climate dimension of QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	-0.00109	-0.33983	70.65990	0.00481
20	3.73714	1.10458	-0.07270	0.01170	70.66074	0.00017
21	3.80957	1.20573	-0.02709	0.03573	70.65998	0.00051
22	3.30571	1.17311	0.07347	1.37331	70.65942	0.01944
23	3.50286	1.22005	-0.11254	-0.72732	70.65862	0.01029
24	3.08286	1.21664	-0.00775	0.37176	70.65890	0.00526
25	2.84286	1.17319	0.01548	0.63520	70.65928	0.00899
26	2.64000	1.30311	-0.07267	-0.06942	70.65897	0.00078
27	3.57143	1.24816	0.05799	1.23551	70.65901	0.01749
28	2.88286	1.18756	-0.04191	0.21401	70.65913	0.00303
29	3.19714	1.21050	0.05525	0.61918	70.65899	0.00876
30	2.74857	1.19199	0.03729	0.65410	70.65948	0.00926
31	2.78571	1.25870	0.12165	1.10197	70.65851	0.01560
32	2.58000	1.33206	-0.01520	-0.10995	70.65923	0.00156
33	2.96571	1.28646	0.07744	0.95765	70.65831	0.01355
34	2.95143	1.32225	0.05044	0.61246	70.65790	0.00867
35	3.27429	1.23658	0.07442	1.26450	70.65921	0.01790
36	3.26000	1.20569	-0.07355	-0.08217	70.66002	0.00116
37	3.10000	1.18430	-0.14574	-0.81474	70.65952	0.01153
38	2.99143	1.22413	-0.01451	0.58062	70.65951	0.00822
39	2.87429	1.25590	-0.05872	-0.35671	70.65958	0.00505
40	3.17143	1.27990	0.00316	0.72696	70.65973	0.01029
41	3.17429	1.26714	-0.00109	0.49972	70.65901	0.00707
42	3.08857	1.23262	-0.02340	0.13629	70.65879	0.00193
43	2.97714	1.18710	-0.05532	-0.10886	70.65891	0.00154
44	2.83429	1.26036	-0.03451	0.32469	70.65893	0.00460
45	2.76857	1.30927	-0.04371	0.34875	70.65865	0.00494
46	3.05429	1.29133	-0.03139	-0.02669	70.65917	0.00038
47	3.04286	1.25120	0.07687	1.00874	70.65903	0.01428
48	2.77714	1.24461	-0.04812	-0.34956	70.65915	0.00495
49	2.86571	1.31412	0.00621	0.65231	70.65884	0.00923
50	2.40000	1.29800	-0.03343	0.37501	70.65908	0.00531
51	2.21429	1.25642	-0.04845	0.31542	70.65972	0.00446
52	2.18000	1.33464	-0.04374	0.03550	70.65982	0.00050
53	102.47714	10.72467	-0.05364	-0.36952	70.65771	0.00523
54	3.22000	1.20179	-0.09132	6.99660	473.34726	0.01478
55	2.98571	1.11634	0.05430	8.64346	473.34982	0.01826
56	2.81714	1.26253	0.09659	8.84361	473.34747	0.01868
57	2.57143	1.11221	0.00025	7.31227	473.34866	0.01545
58	2.52857	1.17668	0.07252	8.66883	473.34842	0.01831
59	2.63143	1.18667	-0.00661	7.20192	473.34879	0.01521
60	2.63429	1.26354	-0.02650	7.96379	473.34634	0.01682
61	2.63714	1.18643	0.02000	8.11913	473.34912	0.01715
62	2.72286	1.24633	0.00453	8.18434	473.34845	0.01729
63	2.83429	1.22110	-0.02817	7.67615	473.34781	0.01622
64	2.94286	1.19557	0.00910	8.07066	473.35104	0.01705
65	2.77143	1.20138	0.00623	8.37585	473.34760	0.01769
66	2.57714	1.30617	-0.09862	7.38730	473.34738	0.01561
67	2.50286	1.25707	-0.01802	7.89513	473.34955	0.01668
68	2.50857	1.27739	-0.02979	7.68533	473.34866	0.01687
69	40.85572	6.70103	-0.01943	-7.98134	473.34818	0.01686
DEPENDENT						
17	27.72571	3.82197				

INTERCEPT	33.46558
MULTIPLE CORRELATION	0.44201
STD. ERROR OF ESTIMATE	3.56382

The seventeenth and the last dimension of QWL i.e., "Organizational Climate" is also found like previous QWL-facet to be insignificantly influenced by both independent variables (personality attributes and organizational characteristics) as obtained statistical value F = 1.41879 (Table 3.105) and all the obtained t-statistical value ranging from as low as t = .00057 to as high as t = .01944 which are very low and statistically insignificant. Keeping in view the above findings, it is found that all the null hypotheses pertaining to the influence of personality attributes and organizational characteristics on perceived QWL facet viz., "Organizational Climate" stand accepted.

Table 3.107. Analysis of Variance for the Regression Showing the influence of IV's on Total QWL

Source of Variation	DF	S.S.	M.S.	F.Value
Attribution to Regression	51	122393.24219	2399.86743	1.02931
Deviation from Regression	298	694797.00000	2331.53345	
Total	349	817190.25000		

In the last, "overall QWL" which is a dependent variable, is also found to be insignificantly influenced by both IV's as obtained statistical value F = 1.02931 is found highly insignificant even at .05 level of confidence (Table 3.107).

Table 3.108. Showing Multiple Regression Analyses of Overall QWL.

VARIABLE NO.	MEAN	STANDARD DEVIATION	CORRELATION X VS Y	REGRESSION COEFFICIENT	STD. ERROR OF REG.COEF.	COMPUTED T VALUE
19	4.02571	0.88730	-0.06195	-1.91726	398.40652	0.00481
20	3.73714	1.10458	-0.06641	-1.36899	398.41122	0.00344
21	3.60857	1.20573	-0.02486	0.39192	398.40692	0.00098
22	3.30571	1.17311	-0.00919	0.92648	398.40378	0.00233
23	3.50286	1.22885	-0.00921	-0.07746	398.39929	0.00019
24	3.08286	1.21664	-0.02311	-0.62145	398.40082	0.00156
25	2.84286	1.17319	0.03977	3.90707	398.40298	0.00981
26	2.64000	1.30311	-0.08853	-4.06148	398.40121	0.01019
27	3.57143	1.24816	0.02035	2.95306	398.40146	0.00741
28	2.88286	1.18756	-0.07809	-0.63667	398.40213	0.00160
29	3.19714	1.21050	0.00250	1.56150	398.40134	0.00392
30	2.74857	1.19199	0.01766	4.04368	398.40411	0.01015
31	2.78571	1.25870	0.04650	1.20137	398.39865	0.00302
32	2.58000	1.33206	-0.01333	-0.85141	398.40271	0.00214
33	2.96571	1.28646	0.09505	4.99564	398.39755	0.01254
34	2.95143	1.32225	0.03004	2.85906	398.39523	0.00718
35	3.27429	1.23658	0.07782	5.23536	398.40259	0.01314
36	3.26000	1.20569	-0.00910	0.11758	398.40717	0.00030
37	3.10000	1.18430	-0.03762	-0.79602	398.40439	0.00200
38	2.99143	1.22413	-0.05990	-2.43199	398.40427	0.00610
39	2.87429	1.25590	-0.00421	0.60203	398.40472	0.00151
40	3.17143	1.27990	0.09042	6.49808	398.40552	0.01631
41	3.17429	1.26714	-0.01778	-0.59668	398.40146	0.00150
42	3.08857	1.23262	-0.05605	0.57506	398.40027	0.00144
43	2.97714	1.18710	-0.11685	-5.09530	398.40091	0.01279
44	2.83429	1.26036	0.01399	4.42421	398.40100	0.01110
45	2.76857	1.30927	-0.03112	0.64967	398.39944	0.00163
46	3.05429	1.29133	-0.00204	-1.02463	398.40237	0.00257
47	3.04286	1.25120	0.06432	4.60769	398.40158	0.01157
48	2.77714	1.24461	-0.04662	-0.37968	398.40228	0.00095
49	2.86571	1.31412	-0.03697	0.14384	398.40048	0.00036
50	2.40000	1.29800	-0.01184	1.52905	398.40189	0.00384
51	2.21429	1.25642	0.03910	2.55754	398.40549	0.00642
52	2.16000	1.33464	0.05522	3.11579	398.40607	0.00782
53	102.47714	10.72467	-0.02342	-1.19849	398.39417	0.00301
54	3.22000	1.20179	-0.12911	23.90693	2668.90576	0.00896
55	2.98571	1.11634	-0.01790	28.44606	2668.92041	0.01066
56	2.81714	1.26253	0.07768	31.14091	2668.90698	0.01167
57	2.57143	1.11221	-0.01651	24.47292	2668.91382	0.00917
58	2.52857	1.17668	0.03310	28.27251	2668.91235	0.01059
59	2.63143	1.18067	-0.02977	28.03450	2668.91455	0.01050
60	2.63429	1.26354	-0.08705	26.32891	2668.90063	0.00987
61	2.63714	1.18843	-0.04312	26.72046	2668.91626	0.01001
62	2.72286	1.24633	0.04327	31.54558	2668.91260	0.01182
63	2.83429	1.22110	0.04528	28.48235	2668.90894	0.01067
64	2.94286	1.19557	0.00112	26.56093	2668.92725	0.00995
65	2.77143	1.20138	0.05240	30.20860	2668.90771	0.01132
66	2.57714	1.30617	-0.08786	25.46967	2668.90649	0.00954
67	2.50286	1.25707	-0.01568	28.87028	2668.91870	0.01082
68	2.50857	1.27739	-0.10350	23.67580	2668.91382	0.00887
69	40.88572	6.70103	-0.05167	-27.07937	2668.91113	0.01015

DEPENDENT

18	343.92572	48.38925

INTERCEPT	355.84955
MULTIPLE CORRELATION	0.38701
STD. ERROR OF ESTIMATE	48.28595

The findings were further ascertained from Table 3.108 where influence of each independent variables can be seen on dependent one viz., on "total QWL" and it can be witnessed that t-values ranging from t = .00019 to t = .01631 are insignificant even at .05 level of confidence, hence, insignificant statistical values obliterate significant influence of IV's on DV, hence, all the proposed null hypotheses stand accepted.

In the preceeding pages under the chapter "Results", the description of results have been very plainly described on the basis of the findings obtained. Now, the major aspect of interpretation of results is a challenging task to be undertaken by the researcher in the next subsequent chapter specially meant for "discussion of results" where efforts will be made to give logical explanation of the findings.

CHAPTER - IV

DISCUSSION OF RESULTS

DISCUSSION OF RESULTS

This chapter is exclusively meant for the discussion on the basis of the findings described in the preceeding chapter III. The task is definitely challenging especially in the present circumstances when none of the personality variables/attributes and organizational characteristics emerged to influence significantly either of the 17-dimensions of QWL and over-all QWL. Discussion of results follow for personality variables and organizational characteristics separately :

Personality Variables : In this study 34 personality factors or attributes were taken and their impact was measured on overall QWL and on its various dimensions. During data collection subjects were provided a list of factors and they were asked to rate each factor on 5-point scale that 'to what extent these factors are perceived to be present in your dynamic personality' and then their responses were recorded. The interpretations of these are being given as under :

Multiple regression analysis revealed that variable No. 19: 'Politeness' is found to be statistically independent to one's QWL perception either with regard to over-all QWL or its various dimensions. The finding is not very strange because politeness as a personality variable in itself bear the essence of more and more accomodation. This is the reason why, polite people have usually very balanced personality, avoid confrontations, over-acting and try to

keep themselves happy in all circumstances either sweet or sour, hence these reasons nullify the significant influence of being polite on QWL perception atleast, in the circumstance when there is no high feeling of QWL. Moreover, it is to say, as evident from the findings that personality variable viz., politeness has also been found to have similar function among both Hindu and Muslim middle level managers so far as their perception towards overall QWL and its determinants are concerned.

Personality variable No. 20 'Mentally active' and the previous discussed 'polite' dimension refer to personal qualities of an individual which do not seem to be very much related to the perception of QWL. It is evident from multiple regression analysis tables that mean value of the personality dimension i.e. "Mentally active" tend towards positive side, hence the middle level managers irrespective of their affiliation to various religion are found to be active but this dimension fails to bring about any change in the perception of Employee's overall QWL and or its various facets.

The main reason for the obliteration of the significant influence of the various levels of mental activeness on perceived QWL is because of the fact that the obtained values of "Mentally active" variable and QWL perception both found to be slightly above to the moderate level, hence such cause and effect relationship have been found.

Similarly, variables No. 21 : Loyalty to supervisors/ organizations; No. 22 : Tactful; and No. 23 : Physically active have also been witnessed to have their insignificant influence on overall QWL and its various facets among both the groups namely, Hindu and Muslim middle level managers. It is again important to highlight that the sample groups irrespective of their religious dimension possess positive personality qualities and all, atleast, higher to the moderate level and on the other hand, these people also have slightly above moderate level of QWL experiences, hence, the effect of these three personality variables have been found to have no influence on QWL and its various dimensions.

Since, all the other remaining personality variables from variable No. 24 to variable No. 52 assert no significant influence on overall QWL and its various facets like variables from No. 19 to 23, so there is no need to explain each personality factors independently.

Overall picture that emerges out of the results given in the various tables of multiple regression analysis is that middle level managers either Hindus or Muslims all are found to be easily pleased (No. 24), less "quick tempered" (No. 25), less "Boring personality" (No. 26), "responsible" (No. 27), less "stubborn" (No. 28), "Flexible" (No. 29), less "prejudiced" (No. 30), less "manipulative" (No. 31), less "unsocial" (No. 32), low "self-centered" (No. 33), less "untrustworthy" (No. 34), "competitive" (No. 35), "Cooperative" (No. 36), less "assertive" (No. 37), "Risk

taker" (No. 38), "quick indecision making" (No. 39), "openhearted" (No. 40), "Thoughful decision" (No. 41), "No privacy" (No. 42), "less talkative" (No. 43), "Not easy to be controlled" (No. 44), "less depression" (No. 45), "Cheerful" (No. 46), "Realistic" (No. 47), "less Harsh" (No. 48), "less aggressive" (No. 49), and other personality dimensions reflect the positive personality qualities as their mean values fall slightly above the moderate level and the same is true for the dependent variable, therefore, significant influence of personality variables on QWL have not been found.

The findings do not seem to be very strange enough as moderate personality characteristics of the middle level managers also have perception of moderate QWL, hence, moderate influence on moderate DV's nullify the significance of cause and effect relationship.

Apart from the statistical based explanation, it also seems highly significant to keep on record the facts that human beings by nature have never the feeling of high satisfaction especially when they have to work under management or organizational pressure. On the other hand, when job incumbents get associated with any of the working organization, they try to get them adjusted according to the policies, rules and regulations of the organization.

It has usually been found that job incumbents when get associated with any of the working organization they try to get adjusted according to the company's policies, rules

and regulations. If one fails in making adjustment it is most likely that he/she may come under the state of conflict. This notion has already been pointed out by Argyris in 1964 who had contended that major intra and inter-individual conflicts arise in the work situation because of the individual pattern's of development and his/her expectations when he/she joins the organization. For example, individual's personality grows from dependency to independency and he/she enjoys the later state when he/she become capable of joining any organization but joining the organization again put them to start from dependency and gradually with the promotion they may enjoy independency in the form of increasing autonomy as it is linked with increasing hierarchical position. In the light of this reality and other perceptual and behavioural complexities of the job incumbents, this assertion seems true that the job incumbents hardly realize to use their utmost personality qualities in the organizational endeavours to maximize their own and organizational productive efficiency unless and untill the job incumbents are entrusted with greater and greater autonomy in exercising their potentials in the achievement of organization's objectives. Since, this study was conducted on the middle level managers who usually face autonomy-crisis and have the feeling of being sandwiched between the top level management and the departmental supervisors, so they fail to enjoy free-lance autonomy in

the maximum utilization of their personality positive potentials in attaining the organizational productive efficiency. This seems to be the reason why personality characteristics of the middle level managers irrespective of their religion found to be either moderate or just above the moderate level.

Organizational Characteristics

Like personality variables, organizational characteristics failed to significantly influence QWL perception and its various dimensions of middle level managers too. Before discussing the pattern of obtained findings, it seems necessarily important to mention here about the organization. The company where from the data was collected for the present study is a electronic gadgets manufacturing company located at Lucknow. This is a public sector unit. The data of the company shows that during last one decade sales turn over successively increased from 1990 onwards for four consecutive years and there-after it faced a slight decrease and again the sales turnover gone up to the all time high. The data of the last two years i.e. from 1996-97 and 1997-98 show a drastic downward curve and in the last, its turn-over rate found to be drastically very low i.e. almost 1/6 of the average of the previous years.

The present situation of this company is at a very critical stage where the Government is in dilemma whether it

should be strengthened by investing more towards finances or to make it privatized.

In the light of the above picture of the company it is apparently clear that productive efficiency of the organization has a decreasing trend to the extent that it is facing a survival-crisis which ultimately is a reliable indicator of employee's. Lack of concern with the company's objectives which subsequently has reduced employee's perception toward's the significance of QWL for all especially, the middle level managers. It is a matter of reality which has already been emphasized by Maslowian approach to job motivation (1954) that needs in hierarchy come into prominence when the lower order needs are adequately satisfied and in the present circumstances this seems also true that since middle level managers are fighting against the survival in the company as the company itself is at the verge of collapse so at this stage when employee's are very much concerned about the job security, don't think in terms of their improving quality of work life.

Keeping in view the above facts and realities all the organizational characteristics have been found independent to perceived QWL and its various dimensions. The various characteristics which we had taken for the study comprise Variable Number 54 : Poor organizational prestige; No. 55 : Poor organizational conditions; No. 56 : Inconvenient working hours; No. 57 ; undemocratic boss; No.

58 : Harsh Leadership; No. 59 : Less opportunity in decision making; No. 60 : Unfair policy; No. 61 : less opportunity of getting feedback; No. 62 : Lack of autonomy; No. 63: Tight supervision; No. 64 : Bureaucratic Leadership; No. 65 : Supportive management; No. 66 : Poor union management relation; No. 67 : Poor employee's participation; and No. 68: poor-promotional opportunities. The findings show that all organizational characteristics are almost bunched around moderate level and on the other hand, perceived QWL and its various facets also fall at the same response category and this is one of the statistical reason why organizational characteristics failed to influence QWL and its various dimensions significantly even at .05 level of confidence.

As has already been emphasized above that the condition of the company wherefrom the data of this study were collected in the year 1996 has been actually the year of company's turning point wherefrom sales turnover rate drastically fell down hence, the present survival crisis is being faced by the company and its thousands of employees. This seems to be the another significant reason for employees lack of commitment and involvement in the company's objective and as a result, everyone seems to be at the cross-road putting them in the state of dilemma that what to do and what not to do for organizational productive efficiency. It is interesting to note here that various organizational characteristics which usually had to be

perceived variably by the respondent are all been treated as the state of incertainity that neither is an indicator of positive perception nor of the negative perception. Similarly, the same pattern of responses have been witnessed with regard to QWL perception which has been significant reason for obliterating any significant influence of organizational characteristics on QWL perception for middle level managers.

There is no reservation in pointing out that all organizational characteristics here have been found to be similar to Herzberg's (1959) hygiene factor that is why, these did not allow middle level managers even to have the high QWL perception but definitely these hygiene factors (organizational characteristics) prevent one against increasing feeling of low or poor QWL perception.

At length, before terminating the discussion it is to mention here that personality variables and perceived organizational characteristics are not of any significant use unless employees are perceived that their organization is heading towards its growth and development ensuring organizational competitive survival in this modern world of work as well as employee's survival with dignity in the organization itself. Moreover, organizational growth condition also determines the level of utilization of human potentials and skills. Hence, it seems that organizational

condition with regard to its growth and development is a prerequisite for dynamically activating personality variables as well as organizational characteristics for asserting their influences on one's perceived QWL which is most likely instrumental for enhancing job motivation, job involvement and commitment with the job leading to maximum utilization of human resources.

CHAPTER - V

CONCLUSION AND SUGGESTIONS

CONCLUSIONS AND SUGGESTIONS

Having given the details pertaining results and their interpretations in the preceeding Chapters III and IV, now, the present chapter is aimed at highlighting the conclusions drawn from the pattern of results and moreover, to give suggestions for future studies on the similar problem.

The findings suggest that none of the personality variables and organizational characteristics have their significant influence on middle level managers' perceived experience related to over-all QWL and its various dimensions. In other words, it is to say that independent variables namely, personality variables and organizational characteristics are highly independent to DV viz., perceived QWL perception or DV here is not found to be the function of IV's.

The reason for the obliteration of significant influence of IV's on DV lie in the very fact that average response level of all, either IV's (personality variables and organizational characteristics) or DV's (overall QWL and its various dimensions) fall at the very moderate response category, therefore, the average of all the moderate responses comes almost to the same average. This is one of the major statistical fact that IV's failed to influence DV's.

Another important reason for the non-significant influence of IV's on DV's can be attributed to the status of

the organization whether it is a growing one or the sick. People in the growing organizations are most likely to be happier, job involved, more particular about their duties and about their productive efficiency, whereas, employees of the sick organziations usually show symptoms like the lack of concern with work, people and the organization. The organization wherefrom the data for the present study were collected falls under the later category of the sick organization hence, it can be said without any reservation that middle level managers irrespective of their religious affiliations have been found to be passive even in realizing and in utilizing their personal qualities and moreover, found to be moderate even in attributing the organizational characteristics which are perceived by them to be present in the work organization. This is the factual story which is statistically determined with regard to personality variables and organizational characteristics perceived by the employees in general and middle level managers in particular. On the other hand, the phenomenon of perceived QWL experience which was a dependent variable also found to be very moderate across the total sample. These above stated conditions may usually prevail among all the employees of the sick organizations and it is most likely to be true specially for the public sector units. In public sector units (PSU) there is a greater job security and in all circumstances the employees on roll of the public sectors

are to be paid salaries and even in the worst circumstance of company's closure they have to be adjusted anywhere, upto their age of retirement which is not the service condition in private sector units.

The above reasons have emerged as significant determinants for nullifying the significant cause-effect relationship in the present study.

SUGGESTIONS

The present investigator feels that since present investigation fails to provide any significant influence of personality variables and organizational characteristics on QWL experiences of the middle level managers, so, it must be verified in future especially conducting the surveys on sick public sector units. Moreover, it is also suggested that a comparative study between public sector and private sector units must be made on the same problem for identifying comparative relevance of personality variables and organizational characteristics in enhancing the QWL experiences of the employees if there are.

There is a third suggestion that the study should be designed in such a way that direct as well as interactional effect of independent variables on dependent one can be seen by using ANOVA which could have not been feasibly possible in the present study as large number of independent variables were taken.

In the last, it is very pertinent to highlight that the present study has contributed at least, in identifying the non-significant influence of IV's on DV here because of the basic reason that this study was conducted on a sick public sector unit, hence, such results were obtained. It is being suggested here that such studies should be conducted in future on growing public sectors as well as on private sectors where we expect almost different results.

SUMMARY

S U M M A R Y

The present investigation was aimed to study the "Influence of Certain Personality Variables and Organizational Characteristics on Perceived QWL - A Study of Industrial Workers". It is witnessed from the history that psychologists have been increasingly interested in studying human behaviour at work in quest of identifying the ways and strategies for enhancing individual productive efficiency. The focus of attention changed from time to time and in this modern age the major focus of attention is on humanizing the total job where QWL studies are definitely found to occupy significant place. Hence, the present problem of research was undertaken to identify the sources of QWL in quest for maximizing employee's motivation and commitment with their work.

The description in the thesis are presented in five different chapters. The first chapter of the thesis deals with the concepts and available literature pertaining to QWL (a dependent variable); and personality variables and organizational characteristics (independent variables). The literature on QWL reveal to the fact that it was only in 1972 that a comprehensive term "Quality of working life" was coined by Davis. Thereafter, phenomenon of QWL attracted the attention of psychologists, managers and supervisors for undertaking it as a philosophy or as an approach in designing the strategy for motivating people at work. So far as the meaning of the term QWL is concerned, it will be

quiet significant to point out that QWL refers to "the degree to which work provides an opportunity to an individual to satisfy a wide variety of personal needs to survive with some security to interact with others to have a sense of personal usefulness, to be reorganized for achievement and to have an opportunity to improve one's skill and knowledge", though numerous efforts have been made to define this concept.

Cherns (1978) describes it as an area emphasizing to 'humanization of the work place', work place democracy', work restructuring or 'job design'. Cherns had taken the inspiration from the human relation movement where pioneers were Mayo, Roethlisberger and Dickson (1930's) which was instrumental in changing the whole approach from management to employee oriented approach - an approach for humanizing the jcb in conceiving the term QWL.

The Chapter I also discusses the relevance of the present study advocating the non-availability of survey of literature which could have discussed QWL as a function of either personality variables or organizational characteristics, hence there was no option except to formulate null-hypotheses that can briefly be described in a single sentence that none of the personality variables and organizational characteristics will significantly influence QWL and its various facets.

Chapter II incorporates details of the methodological and procedural aspects of the study. The study was conducted on the sample of middle level managers consisting of Hindu middle level managers (N=250) Muslim middle level managers (N=90) and thus, the total sample size consisted of N=340 middle level managers.

A QWL scale developed by Sinha and Sayeed (1980) which consisted of 85 items covering 17-dimensions was used for measuring employees QWL perceptions. To measure personality variables and organizational characteristics, researcher herself had developed the scale consisting of 34 personality adjectives/attributes and 15 organizational characteristics respectively. For analyzing the influence of independent variables on dependent one, multiple regression analyses treatment were given to the data obtained.

In chapter III, IV and V respectively, results; discussion of results; and conclusion and suggestions have been presented. Conclusions of the findings which have been highlighted in Chapter V advocate in a nut-shell that personality variables and organizational characteristics are independent to QWL and its various facets or in other words it can be said that QWL is not the function of either personality variables or organizational characteristics especially for middle level managers irrespective of their religious affiliation.

The Chapter V also incorporates suggestions. It has been suggested that in future ANOVA should be run for looking into the independent as well as interactional effects of personality variables and organizational characteristics of QWL. Moreover, instead of studying public sector sick units, growing public sectors as well as private sectors should also be studied where we expect to obtain different results.

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APPENDIX - I

INSTRUCTIONS

1. Answer the question serially, i.e. as they appear in the format.
2. If some statements or questions appear to be similar, even then you answer each of them separately.
3. It is expected that while answering, you do not consult anyone else. We want to know your opinions, views and feeling, not theirs.
4. Do not take too much time over any particular question.

Whatever, answer comes first of your mind, give that.

This in case of all items in this section, your agreement or disagreement, satisfaction or dissatisfaction, and your feelings - positive or negative have to be answered from a minimum (10 to maximum (7). So give your judgements to each and every item as specified above. Remember again, we want your views opinions and feelings, not others, so please do not consult any one.

So ahead, read carefully the items/quotations/ question/statements and give your frank answers.

	Min						Max
1. "My work gives me a feeling of achievement"	1	2	3	4	5	6	7
2. "In decisions regarding selection of people for jobs, my views are also heard"	1	2	3	4	5	6	7
3. How satisfactory are your family relations ?	1	2	3	4	5	6	7

4. To what extent are the working conditions such as plant maintenance, sufficient ?	1	2	3	4	5	6	7
5. "Sudden leave or break in work makes me feel relieved and happy"							
6- "I am satisfied with the fairness of promotion procedure in my company"	1	2	3	4	5	6	7
7. To what extent are you satisfied with the working of the union in your company ?	1	2	3	4	5	6	7
8. How much does your supervisor encourage people to give their best effort ?	1	2	3	4	5	6	7
9. How much do persons in your work group encourage each other to work as a team ?	1	2	3	4	5	6	7
10. "I have opportunities to use my special skills and abilities in my job".	1	2	3	4	5	6	7
11. In case of emergencies and difficulties how much influence do you exercise in getting a way out ?	1	2	3	4	5	6	7
12. "I think of myself as part of the company team"	1	2	3	4	5	6	7
13. How much are you satisfied with respect to you and your family's fooding ?	1	2	3	4	5	6	7
14. To what extent are work activities sensibly organised in this company ?	1	2	3	4	5	6	7

15. To what extent do the "savings plan" facilities present in your employment satisfy you 1 2 3 4 5 6 7

16. "The management does not fail to appreciate the importance of my work". 1 2 3 4 5 6 7

17. "The management takes due care of my dignity as an individual"? 1 2 3 4 5 6 7

18. "My supervisor gets along well with people" 1 2 3 4 5 6 7

19. To what extent do you think your supervisor has confidence and trust in you ? 1 2 3 4 5 6 7

20. To what extent does the company have a real interest in the welfare and happiness of those who work here ? 1 2 3 4 5 6 7

21. "My company offers me education and training to keep me in touch with my field and do better" 1 2 3 4 5 6 7

22. "I give of my best efforts as part of contributions to the company products" 1 2 3 4 5 6 7

23. To what extent to things about working here (people policies, or conditions) encourage you to work hard ? 1 2 3 4 5 6 7

24. How much are you satisfied with the "retirement plans" of your company ? 1 2 3 4 5 6 7

25. "The management appreciates my skills, abilities, and performances" 1 2 3 4 5 6 7

26. "My social relations are satisfactory"	1	2	3	4	5	6	7
27. "My job has given me a feeling of status in society"	1	2	3	4	5	6	7
28. To what extent does your supervisor show you how to improve your performances ?	1	2	3	4	5	6	7
29. "My fellow workers are very cooperative".	1	2	3	4	5	6	7
30. "My company gives me an opportunity to feel part of the management".	1	2	3	4	5	6	7
31. In general, how much say or influence do you have on how to perform your job ?	1	2	3	4	5	6	7
32. How much influence do you hold in settling differences and quarrels in your company?	1	2	3	4	5	6	7
33. How much are you satisfied with clothes, dresses and other such wears ?	1	2	3	4	5	6	7
34. How far are you satisfied with your land and property position?	1	2	3	4	5	6	7
35. Does your company's "overtime" payments satisfy you?	1	2	3	4	5	6	7
36. "I devote myself to the job".	1	2	3	4	5	6	7
37. "My company offers enough opportunities to change job within the company".	1	2	3	4	5	6	7
38. To what extent does the management recognizes and pays attention to your unions actions?	1	2	3	4	5	6	7
39. "My job has enough prestige within the company".	1	2	3	4	5	6	7

40. To what extent does your supervisor provide the help your need so that you can schedule ahead of time.	1	2	3	4	5	6	7
41. To what extent do persons in your work group show you how to do a better job ?	1	2	3	4	5	6	7
42. To what extent does the company make an effort to help employees get and maintain good income?	1	2	3	4	5	6	7
43. In general, how much say or influence do you have on what goes on in your work group?	1	2	3	4	5	6	7
44. To what extent do you have a say in termination of jobs of people in your work place ?	1	2	3	4	5	6	7
45. How much are you satisfied with your place or residence/housing facilities ?	1	2	3	4	5	6	7
46. What extent are you satisfied with educational facilities available for your family ?	1	2	3	4	5	6	7
47. To what extent are you told what you need to know to do your job in the best possible way ?	1	2	3	4	5	6	7
48. To what extent do you feel a real responsibility to achieve the success of the company ?	1	2	3	4	5	6	7
49. To what extent do you have control in deciding to change the method of your work?	1	2	3	4	5	6	7
50. "I make use of the company sponsored training for my job"	1	2	3	4	5	6	7

51.	When you talk with persons in your work group, to what extent do they pay attention to what you are saying ?	1	2	3	4	5	6	7
52.	"My supervisor always makes his expectations clear".	1	2	3	4	5	6	7
53.	"My colleagues treat me with due respect"	1	2	3	4	5	6	7
54.	"My contacts with fellow workers outside work is good"	1	2	3	4	5	6	7
55.	"The management is fair enough in giving rewards of merit to individuals".	1	2	3	4	5	6	7
56.	"There is very little in my job to keep me interested".	1	2	3	4	5	6	7
57.	"Thinking of going to the job makes me feel sick"	1	2	3	4	5	6	7
58.	"I am sufficiently paid for the work I do".	1	2	3	4	5	6	7
59.	To what extent is the "sick leave policy" or "medical leave" facilities sufficient in your employment ?	1	2	3	4	5	6	7
60.	"I feel incompetent for the job I am doing"	1	2	3	4	5	6	7
61.	My company takes care of my future career plans".	1	2	3	4	5	6	7
62.	My supervisor is good at planning and scheduling of work".	1	2	3	4	5	6	7
63.	To what extent does your supervisor offer new ideas for solving job related problems?	1	2	3	4	5	6	7

64. To what extent do persons in your work group provide the help you need so that you can plan, organise and schdule work ahead of time?	1	2	3	4	5	6	7
65. "My supervisor accepts my ideas and suggestions".	1	2	3	4	5	6	7
66. To what extent do you influence decisions regarding promotions?	1	2	3	4	5	6	7
67. How satisfactory is your financial condition ? (Money)	1	2	3	4	5	6	7
68. To what extent does this organisation have a real interest in welfare and happiness of those who work here ?	1	2	3	4	5	6	7
69. How adequate for your need is the amount of information you get about what is going on in other departments and shifts?	1	2	3	4	5	6	7
70. To what extent do you influence decisions regarding pay bonus etc. ?	1	2	3	4	5	6	7
71. "Doing my job well, I get a feeling of satisfaction"	1	2	3	4	5	6	7
72. How friendly and easy to approach are persons in your work group?	1	2	3	4	5	6	7
73. "My supervisor has enough knowledge about the work and job"	1	2	3	4	5	6	7
74. "I get recognition for the good work I do here"	1	2	3	4	5	6	7
75. To what extent does the company's medical aid facilities satisfy you?	1	2	3	4	5	6	7

76. To what extent do you enjoy performing the actual day to day activities that make up your job ?	1	2	3	4	5	6	7
77. "Promotion from within the company is adequately handled by the management".	1	2	3	4	5	6	7
78. To what extent does your supervisor encourage persons who whork for him to work as a team?	1	2	3	4	5	6	7
79. To what extent do persons in your work group offer each other new ideas for solving job related problems.	1	2	3	4	5	6	7
80. "I have a say in deciding how to schedule my work".	1	2	3	4	5	6	7
81. How much this organisation tries to improve working conditions?	1	2	3	4	5	6	7
82. To what extent does this organi sation have clear-cut reasonable goals and objectives?	1	2	3	4	5	6	7
83. To what extent do persons in your work group exchange opinions and ideas?	1	2	3	4	5	6	7
84. To what extent does your supervisor encourage people who work for him to exchange opinions and ideas?	1	2	3	4	5	6	7
85. How much do persons in your work group emphasize a team goal?	1	2	3	4	5	6	7

PLEASE RECHECK THAT YOU HAVE ANSWERED ALL ITEMS.

THANK YOU VERY MUCH.

APPENDIX - II

INSTRUCTIONS

Some personality characteristics have been given below. You are requested to go through the list and have to tick mark ( ) the factors on a 5-point scale that to what extent do you perceive to have these factors in your dynamic personality. Be sure, this is not the test of your personality but we are simply interested to understand the extent to which you possess these factors.

You have to sate each factor in the manner given below.

Assign 5 to the factor which is present in the maximum degree.

Assign 4 to the factor which is present above the average level.

Assign 3 to the factor which is present up to the moderate level.

Assign 2 to the factor which is present below the moderate level.

Assign 1 to the factor which is present upto the minimum level.

1. Polite	1	2	3	4	5
2. Mentally Active	1	2	3	4	5
3. Loyal to supervisors/ organizations	1	2	3	4	5
4. Tactful	1	2	3	4	5
5. Physically active	1	2	3	4	5
6. Easily to be pleased	1	2	3	4	5
7. Quick tempered	1	2	3	4	5
8. Boring	1	2	3	4	5
9. Responsible	1	2	3	4	5

10. Stubborn	1	2	3	4	5	
11. Flexible	1	2	3	4	5	
12. Prejudiced	1	2	3	4	5	
13. Manipulative	1	2	3	4	5	
14. Unsocial	1	2	3	4	5	
15. Self-Centered	1	2	3	4	5	
16. Untrustworthy	1	2	3	4	5	
17. Competitive	1	2	3	4	5	
18. Co-operative	1	2	3	4	5	
19. Assertive	1	2	3	4	5	
20. Easy to take risk	1	2	3	4	5	
21. Take quick decision without caring the whether the decision are right or wrong	1	2	3	4	5	
22. Have a thinking before taking a decision in quest of taking right decision	1	2	3	4	5	
23. Open hearted	1	2	3	4	5	
24. No privacy	1	2	3	4	5	
25. Talkative	1	2	3	4	5	
26. Not easy to be controlled	1	2	3	4	5	
27. Depressive	1	2	3	4	5	
28. Cheerful	1	2	3	4	5	
29. Realistic	1	2	3	4	5	
30. Harsh	1	2	3	4	5	
31. Aggressive	1	2	3	4	5	
32. Polytheist	5	4	3	2	1	Not at all
33. Monotheist	5	4	3	2	1	Not at all
34. Religious	5	4	3	2	1	Not at all

PLEASE RECHECK THAT YOU HAVE ANSWERED ALL ITEMS.

THANK YOU VERY MUCH

APPENDIX - III

INSTRUCTIONS

Following are some of the characteristics related to your organization with which you are attached. You are required to tick mark ( ) the characteristics which you think are present in your organization and rate them on a 5-point scale in the manner given below.

Assign 5 to the factor which is present to the maximum degree.

Assign 4 to the factor which is present above average level.

Assign 3 to the factor which is present upto the moderate level.

Assign 2 to the factor which is present below the moderate level.

Assign 1 to the factor which is present to the minimum level.

1. Poor organizational prestige	1	2	3	4	5
2. Poor organizational conditions	1	2	3	4	5
3. Inconvenient working hours	1	2	3	4	5
4. Undemocratic boss	1	2	3	4	5
5. Harsh leadership	1	2	3	4	5
6. Less opportunity in decision making	1	2	3	4	5
7. Unfair policy	1	2	3	4	5
8. Less opportunity of getting feedback	1	2	3	4	5
9. Lack of autonomy	1	2	3	4	5
10. Tight supervision	1	2	3	4	5
11. Beauracratic leadership	1	2	3	4	5

12. Supportive management	1	2	3	4	5
13. Poor union management relation	1	2	3	4	5
14. Poor employee's participation	1	2	3	4	5
15. Poor-promotional opportunities	1	2	3	4	5

PLEASE RECHECK THAT YOU HAVE ANSWERED ALL ITEMS.

THANK YOU VERY MUCH

APPENDIX - IV

BIOGRAPHICAL INFORMATION BLANK (BIB)

Please furnish the following information :

Designation : Department :

Age : Sex : Urban/rural :

Length of service :

Work experience present position :

No. of promotions received:

Marital status:

No. of dependents:

Educational qualification:

Training received, if any:

General health
(very good, normal, poor, very poor)